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**KINGSTON POLICE SERVICES BOARD**  
**POLICY MANUAL**

**Confidential with Appendix J Attached**  
**(Unclassified with Appendix J Removed)**

## **MISSION STATEMENT**

The Kingston Police Services Board must perform both a governance function and a civilian oversight function. The purpose of the governance function is to control and direct the development of policy as the vehicle for directing and influencing decisions made by the police force. The purpose of the civilian oversight function is to increase demonstrably public confidence in the provision of police services.

## **INTRODUCTION**

The Board recognizes that this document repeats information found in legislation, regulations, and other documents. Legislation and regulation take precedence where any differences are later noted. To facilitate the ongoing process of ensuring that this document remains consistent with the applicable legislation and regulation, cross-references to the applicable sections have been made in the endnotes.

## Record of Amendments

<b>Resolution</b>	<b>Date</b>	<b>Section/Topic</b>
00-4	2000-01-20	Adoption of Policy Manual
04-13	2004-02-18	Section 3.4
05-16	2005-01-27	Section 3.4
10-30	2010-03-18	Major revision
10-36	2010-04-15	Section 4.3.26(d)
10-47	2010-06-17	Appendices F and G
10-65	2010-11-18	Sections 2.4.4, 4.3.16, 4.7.1
11-36	2011-07-21	Section 3.8.1(b)(2) and note; note to section 1.3.1(d)(3); Appendix B
11-32	2011-06-16	Appendix E
12-7	2011-12-15	Appendix B
12-11	2012-01-26	Sections 3.4.4(d)(3) and 3.4.4(e)
12-17	2012-03-15	Section 4.5.3
12-22	2012-05-17	Section 4.4.1
12-33	2012-07-19	Sections 4.3.46 and 4.6.1(c)
12-50	2012-11-15	Sections 3.2.1(b), 4.3.36, 4.7.3, and 4.7.16; Appendix F
13-16	2013-02-21	Section 4.7.17
13-46	2013-11-21	Section 3.4.3
14-25	2014-05-15	Section 4.7.12(c)
14-29	2014-06-19	Sections 3.4.1 and 3.5; Appendix L
15-25	2015-07-16	Section 4.3.14
15-34	2015-09-17	Section 3.4.4

15-43	2015-10-15	Appendix C and cross-references
16-11	2016-02-18	Section 3.4.5
16-16	2016-03-17	Sections 3.4.7(d)(3) and 3.4.7(e)
16-18	2016-03-17	Section 3.4.6
16-30	2016-06-16	Sections 3.2.1(e) and 3.8.1(b)(1)
17-4	2016-12-15	Crest; Sections 2.4.4 and 3.8.1(b)(6); Appendix M
17-35	2017-07-20	Section 3.4.5
18-23	2018-05-17	Section 2.4.4 and Appendix M
18-24	2018-05-17	Appendix N
18-43	2018-11-15	Section 3.6.1 and Appendix O
18-44	2018-11-15	Sections 2.4.4 and 4.7.6
19-17	2019-04-18	Appendix A
20-14	2020-04-01	Appendix A
20-22	2020-05-21	Section 4.7.12
20-27	2020-06-18	Sections 3.4.3(d) and 3.4.7
20-34	2020-09-17	Section 1.8.13 and Appendix P
20-38	2020-09-17	Sections 3.4.8(d)(3) and 3.4.5
21-48	2021-08-26	Sections 2.4.4 and 4.3.26
21-49	2021-08-26	Appendix A
21-50	2021-08-26	Sections 3.4.8(d), 3.4.8(e), and 3.4.5
21-64	2021-10-19	Section 2.4.5 and Appendix Q

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## **1. GOVERNANCE PROCESS**

### **1.1. Governance Commitment**

1.1.1. The purpose of the Kingston Police Services Board (the “Board”), on behalf of the residents of the city of Kingston, is to provide civilian oversight to the activities of the Kingston Police (the “force”). This includes:

- (a) ensuring that the force achieves appropriate results for appropriate persons at an appropriate cost through the establishment of Board policies for the effective management of the force, pursuant to section 31(1)(c) of the *Police Services Act*;<sup>1</sup> and
- (b) playing a key role in ensuring that the force carries out its actions and activities in an acceptable manner.<sup>2</sup>

### **1.2. Governing Style**

1.2.1. The Board will govern with a style that emphasizes:

- (a) outward vision;
- (b) diversity in viewpoints;
- (c) strategic leadership;
- (d) a clear distinction between the roles of the Board and the Chief;
- (e) collective decision making;
- (f) orientation towards the future;
- (g) being proactive rather than reactive; and
- (h) openness and transparency to the community.

1.2.2. Accordingly, the Board will:

- (a) operate in all ways mindful of its civic trusteeship obligation to the people of the city of Kingston. No Board officer, committee, or member will hinder this commitment;
- (b) direct, control, and inspire the force through the careful establishment of the broadest organizational policies that reflect the community’s values and perspectives about the ends to be achieved and the means to be utilized.<sup>3</sup> The Board’s major policy focus will be on the intended long-term effects outside the force, not on the administrative means of attaining those effects;

- (c) ensure the continuity of governance capability through the orientation of new members to the Board’s governance process;
- (d) cultivate a sense of group responsibility. The Board, not the Chief or the Board Secretary, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual Board members to enhance the ability of the Board as a body rather than to substitute individual judgments for the Board’s values. The Board will allow no officer, member, or committee of the Board to hinder or be an excuse for not fulfilling Board commitments;
- (e) monitor and discuss the Board’s process and performance at least annually. Self-monitoring will include comparison of Board activity and its adherence to policies in the Governance Process and Board–Chief Linkages categories; and
- (f) enforce the necessary discipline to govern with excellence. Such discipline will apply to:
  - (1) policy-making principles;
  - (2) respective roles;
  - (3) speaking with one voice;
  - (4) rules of order; and
  - (5) attendance.

### **1.3. Board Job Description**

1.3.1. The job of the Board is to represent the recipients of police services in the city of Kingston by determining the appropriate organizational performance of the police force. Under the provisions of the *Police Services Act* as amended, as well as its associated regulations, the Board also has several statutory obligations. To distinguish the Board’s own unique job from the jobs of the Chief, sworn officers, and civilian members, the Board will concentrate its efforts on the following job products or outputs:

- (a) the link between the Kingston Police and the community at large. Accordingly, the Board will:
  - (1) when appropriate, consider holding meetings in different areas of the city to solicit input on areas of interest or concern to the public;
  - (2) ensure that residents of the city are surveyed at least once every three years to collect data on the level of community satisfaction with police services;<sup>4</sup>



- (3) develop business plans in consultation with Council, school boards responsible for students within the city of Kingston, community organizations and groups, businesses, and members of the public;<sup>5</sup>
- (4) actively support other bodies (public or private) whose aims will result in outcomes that complement those of the Kingston Police;
- (5) respond to proposed legislative or regulatory changes, special studies, and reports affecting the provision of police services; and
- (6) actively build relationships:
  - i. by adopting procedures and policies that encourage and engage dialogue with the public;
  - ii. at the political level (local, provincial, and federal) by sharing crime, call, and public disorder analysis data and information on crime trends with Council, school boards, community organizations and groups, businesses, and members of the public<sup>6</sup> and by providing copies of the Board's business plan and annual report to Council;<sup>7</sup> and

**Note:** The Protocol for the Sharing of Information between the Kingston Police Services Board and the City of Kingston is attached as Appendix E.

- iii. with other police services board members at the provincial level by endeavouring to be represented by at least one Board member at the Ontario Association of Police Services Boards annual conference and at its regular Zone 2 meetings;
- (b) written governing policies that, at the broadest levels, address:
- (1) the governance process (specification of how the Board conceives, carries out, and monitors its own task);
  - (2) Board–Chief linkages (how power is delegated and its use monitored, as well as the Chief's role, authority, and accountability);
  - (3) the Chief's requirements (an outline of how the Chief may exercise authority, i.e., establishing the prudence and ethics boundaries within which all executive decisions and activity may take place);<sup>8</sup> and
  - (4) ends to be achieved (organizational products, impacts, benefits, outcomes, and recipients and their relative worth);<sup>9</sup>

- (c) the assessment of the Chief’s performance (as measured against the fulfilment of the Board’s policies in Section 3, Chief’s Requirements, and Section 4, Ends to be Achieved);<sup>10</sup> and
- (d) its statutory obligations not otherwise addressed by other policies, specifically:
  - (1) recruiting and appointing the Chief and Deputy Chief and annually determining their remuneration and working conditions, taking their submissions into account;<sup>11</sup>
  - (2) reviewing the Chief’s administration of the complaints system under Part V of the *Police Services Act*;<sup>12</sup>
  - (3) reviewing complaints made about the conduct of the Chief or the Deputy Chief;<sup>13</sup>
  - (4) appointing members of the Kingston Police;<sup>14</sup> and
  - (5) causing an investigation to be made if the Chief discharges a firearm in the performance of duties.<sup>15</sup>

#### **1.4. Chair’s Role**

1.4.1. The role of the Chair is primarily to preserve the integrity of the Board’s process. The Chair also represents the Board to outside parties as required and is the only Board member authorized to speak for the Board (beyond simply reporting Board decisions), other than in rare and specifically authorized instances.

1.4.2. The Chair shall ensure that the Board behaves consistently within its own policies. Meeting discussion content will only be on those issues that, according to Board policy, clearly belong to the Board. Deliberations will be fair, open, and thorough but also efficient, timely, orderly, and to the point.

1.4.3. The authority of the Chair consists of making decisions that fall within the topics covered by the Board policies in Section 1, Governance Process, and Section 2, Board–Chief Linkages, except where the Board specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in these policies.

1.4.4. The Chair is empowered to chair Board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).

1.4.5. While it is recognized that the Chair and the Chief need a good working relationship and ongoing dialogue, the Chair has no authority to make decisions about policies created by the Board within Section 3, Chief’s Requirements, and Section 4, Ends to be Achieved. Therefore, the Chair has no authority to supervise or direct the Chief; only the Board as a whole can direct the Chief.

1.4.6. The Chair may represent the Board to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations within the area delegated to the Chair. The Chair may delegate this authority but remains accountable for its use.

1.4.7. In the interest of timeliness for expressions of sympathy or support, the Chair is authorized to approve in memoriam donations on behalf of the Board to a maximum of \$500 without notification to the Board, provided that sufficient funds remain in the budget for the purpose.

## **1.5. Board Procedural By-Law**

1.5.1. The by-law governing the proceedings of the Kingston Police Services Board is attached as Appendix A.

## **1.6. Board Committee Principles**

1.6.1. Board committees, when used, will not interfere with the wholeness of the Board's mandate and will not interfere with delegation from the Board to the Chief. Committees will be used sparingly and only when other methods have been deemed inadequate.

1.6.2. Board committees are to help the Board fulfil its mandate. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will not have dealings with current staff operations.<sup>16</sup>

1.6.3. Board committees may not speak or act for the Board, except when formally given such authority for specific and time-limited purposes, such as with collective bargaining. Expectations and authority will be carefully stated so as not to conflict with authority delegated to the Chief.

1.6.4. Board committees cannot exercise authority over staff.<sup>17</sup>

1.6.5. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee that has helped the Board create policy on some topic will not normally be used to monitor organizational performance on that same subject.

1.6.6. Committees will be used sparingly and ordinarily in an ad hoc capacity. Any committees formed will obtain direction from the Board for their activity and will report back on their activities on a regular basis.

1.6.7. This policy applies 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.

## **1.7. Professional Development**

1.7.1. To accomplish its job outputs with a governance style consistent with Board policies, the Board will continually improve its performance through attention to Board education and enriched input and deliberation.

1.7.2. Board members will undergo any training that the Ministry of Community Safety and Correctional Services (“Ministry”)<sup>18</sup> may provide or require<sup>19</sup> and shall avail themselves of developmental opportunities provided by the Canadian Association of Police Boards or the Ontario Association of Police Services Boards to the extent allowed as budgeted annually for that purpose.

1.7.3. To the extent feasible, the Board will identify those areas of education and input needed to increase the level of wisdom and forethought it can give to subsequent choices.

## **1.8. Board Members’ Code of Conduct**

1.8.1. The Board expects of itself and its members ethical and businesslike conduct in accordance with the *Police Services Act* and associated regulations. This commitment includes the proper use of authority and the appropriate decorum when acting as Board members.

1.8.2. Board members must represent loyalty to the interests of the community without conflict. This accountability supersedes any conflicting loyalty, such as that to advocacy or interest groups and membership on other boards or staffs. This accountability also supersedes the personal interest of any Board member acting as an individual consumer of the force’s services.

1.8.3. Board members must avoid any conflict of interest with respect to their fiduciary responsibility.

1.8.4. There must be no self-dealing or any conduct of private business or personal services between any Board member and the force, except as procedurally controlled to ensure openness, competitive opportunity, and equal access to “inside” information.

1.8.5. Board members must not use their positions to obtain employment in the force for themselves, family members, close associates, or their firms.

1.8.6. Should a Board member be considered for employment, that member must temporarily withdraw from Board deliberation, voting, and access to applicable Board information.

1.8.7. Board members shall not attempt to exercise individual authority over the force.<sup>20</sup>

1.8.8. A Board member’s interaction with the Chief or with staff must recognize the lack of authority of an individual Board member or a group of Board members.

1.8.9. A Board member’s interaction with the public, media, or other entities must recognize the same limitation and the similar inability of any Board member or members to speak for the Board.

1.8.10. Board members will make no judgments of the Chief or organizational performance except as that performance is assessed against explicit Board policies by the official process.

1.8.11. Members will respect the confidentiality appropriate to issues of a sensitive nature and those items discussed in in-camera meetings.

1.8.12. Board members shall not violate or cause to be violated any legislated act, standard, regulation, or by-law that relates to the governance of a police force.

1.8.13. Board members will comply with the provisions of O.Reg. 421/97, “Members of Police Services Boards—Code of Conduct,” as amended.

**Note:** The Kingston Police Services Board Policy Regarding the Complaints Process for Board Member Conduct is attached as Appendix P.

## **1.9. Role of the Secretary**

1.9.1. The job of the Board Secretary is to assist the Board in administering and coordinating its business to ensure efficiency of operation. Accordingly, the Secretary will:

- (a) act as the main resource to the Board for organizing meetings, creating the agenda in consultation with the Chair, taking minutes, and writing correspondence to reflect Board decisions;
- (b) ensure that all Board members are kept fully informed of any developments upon which they may have to act;
- (c) provide accurate and up-to-date information on Board-related documents;
- (d) manage and organize the flow of information and documentation;
- (e) maintain a current record of Board resolutions requiring further or future actions and to keep the Board informed of these matters;
- (f) monitor the submission of scheduled reports to be received by the Board;
- (g) provide procedural, historical, and policy information to the Board as required;
- (h) track and arrange payment for Board expenditures; and
- (i) liaise with other police services boards, associations, and Ministry staff as required.

## **1.10. Cost of Governance**

1.10.1. Because poor governance costs more than learning to govern well, the Board will invest in its governance capacity.

1.10.2. Board skills, methods, and supports will be sufficient to ensure governing with excellence.

1.10.3. Training will be used to orient new members, as well as to maintain and increase the skills and understanding of existing members.

1.10.4. Outside monitoring assistance may be arranged so that the Board can exercise confident control over organizational performance.<sup>21</sup>

1.10.5. Outreach mechanisms may be used as needed to ensure the Board's ability to listen to community viewpoints and values.

1.10.6. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability. Funds will be allocated annually as required for:

- (a) training, including attendance at conferences and workshops;
- (b) third-party monitoring of organizational performance; and
- (c) surveys, focus groups, opinion analyses, and meeting costs.

## **2. BOARD–CHIEF LINKAGES**

### **2.1. Role of the Chief of Police**

2.1.1. The Chief of Police is accountable to the Board acting as a body. The Board will instruct the Chief through broad written organizational policies. Their interpretation, implementation, and detailed operational policy development are the purview of the Chief.<sup>22</sup>

### **2.2. Delegation to the Chief of Police**

2.2.1. All Board authority is delegated through the Chief,<sup>23</sup> so that all authority and accountability of force members, as far as the Board is concerned, is considered to be the authority and accountability of the Chief.

2.2.2. The Board will direct the Chief to achieve certain results, for certain recipients, at a certain cost through the establishment of policies under Section 4, Ends to be Achieved—as well as through the establishment of strategic goals during the business planning process—and identify the boundaries of acceptable practices and conduct through the establishment of policies under Section 3, Chief’s Requirements.

2.2.3. The Chief is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities that are consistent with the policies outlined in Sections 3 and 4.

2.2.4. The Board may change the policies outlined in Sections 3 and 4, thereby shifting the boundary between Board and Chief domains, as long as it does not contravene existing legislation and associated regulations. If in doing so the Board changes the latitude of choice given to the Chief, as long as any particular delegation is in place, the Board and its members will respect and support the Chief’s choices. This does not prevent the Board from obtaining information in the delegated areas.

2.2.5. Only decisions of the Board acting as a body are binding upon the Chief. Decisions or instructions of individual Board members, officers, or committees are not binding on the Chief except in those instances when the Board has specifically authorized such exercise of authority and has advised the Chief of such authority.<sup>24</sup> In the case of Board members or committees requesting information or assistance without Board authorization, the Chief can refuse such requests that require, in the Chief’s judgment, a material amount of staff time or funds or that are disruptive.

### **2.3. Chief’s Job Description**

2.3.1. As the Board’s single official link to the force, the Chief’s performance will be considered to be synonymous with organizational performance as a whole. Consequently, the Chief’s job contributions can be stated as performance in only two areas:<sup>25</sup>

- (a) organizational accomplishment of the provisions of Board policies outlined in Section 4, Ends to be Achieved; and

- (b) organizational operation within the boundaries of practice and conduct established in Section 3, Chief's Requirements.

## **2.4. Monitoring the Chief's Performance**

2.4.1. Systematic and rigorous monitoring of the Chief's job performance will be solely against the Chief's expected job outputs as follows:

- (a) organizational accomplishment of the goals outlined in the current business plan and/or during the annual performance evaluation; and
- (b) organizational operation within the boundaries established in board policies.

Accordingly, monitoring is simply to determine the degree to which Board goals and policies are being fulfilled. Monitoring will be as automatic as possible and use a minimum of Board time so that meetings can be used to create the future rather than to review the past.

2.4.2. A given policy may be monitored in one or more of three ways:

- (a) internal report (disclosure of compliance to the Board from the Chief);
- (b) external report (discovery of compliance information by a disinterested, external auditor, inspector, or judge<sup>26</sup> or by the Ministry of Community Safety and Correctional Services as part of a regular audit of the force. 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); and
- (c) direct Board inspection (discovery of compliance by a Board member, a Board committee, or the Board as a whole.<sup>27</sup> This is a Board inspection of documents, activities, or circumstances directed by the Board that allows a prudence test of policy compliance).

2.4.3. In every case, the standard for compliance shall be any reasonable, consistent interpretation by the Chief of the Board policy being monitored.



2.4.4. Upon the choice of the Board, any policy can be monitored by any method at any time. For regular monitoring, however, certain reports shall be provided to the Board at the times indicated in the following grid.

<b>Report</b>	<b>Due Date</b>
Administration of Part V of the <i>Police Services Act</i> (interim)	July
Administration of Part V of the <i>Police Services Act</i> (year-end)	January
Annual and semi-annual reports on the collection of identifying information (O.Reg. 58/16)	January, July
Annual Report	June
Annual report under the <i>Missing Persons Act, 2018</i>	by 1 April
Contracts awarded by the Chief that are not specifically outlined in the budget estimates and that exceed \$50,000	Quarterly as applicable
Members' Disclosure of Secondary Activities	February
Quarterly Budget Status Report	January, April, July, October
Quarterly Calls for Service / Crime Statistical Report	January, April, July, October
Report on the Property/Evidence Annual Audit	February
Report pursuant to section 4.3.6(a)(1) of this policy manual [Criminal Investigation Management and Procedures]	as required
Use of Force Annual Report	February
Use of Force Quarterly Report	April, July, October
Year-end summary of activities undertaken by the Kingston Police Community Volunteers and related financial report	April

2.4.5. In addition to the foregoing, the Board shall conduct a review of the Chief's performance annually on the anniversary date of the Chief's appointment, as amended.

**Note:** The Kingston Police Services Board Policy Regarding a Performance Review System for the Chief of Police is attached as Appendix Q.

### 3. CHIEF'S REQUIREMENTS

#### 3.1. General Requirements

3.1.1. The Chief of Police shall ensure that all practices, activities, decisions, or organizational circumstances are consistent with the *Police Services Act of Ontario*, other relevant statutes, contractual agreements the Board has made with its bargaining units, or commonly accepted business practices and professional ethics.

#### 3.2. Treatment of Staff

3.2.1. With respect to paid staff (sworn officers and civilian members) and volunteers, the Chief shall ensure the maintenance of humane and safe conditions and compliance with all related legislation and regulations. Accordingly, the Chief shall ensure that:

- (a) there are no violations of any legislative standard such as the *Canadian Human Rights Code*, the *Employment Standards Act*, the *Employment Equity Act*, the *Occupational Health and Safety Act*, or the *Police Services Act*;

**Note:** The Kingston Police Services Board Occupational Health and Safety Policy is attached as Appendix G.

- (b) management procedures are in place that clearly set out rules for staff relations, provide for effective handling of grievances, and protect against wrongful conditions as per the Board's policies relating to Support Mechanisms; Family Issues; Employment Accommodation for Persons with a Disability; Non-Canadian Education Credentials; and Discrimination, Workplace Harassment, and Sex, Race, and Disability Stereotyping;

**Note:** The Kingston Police Services Board Employment Policies are contained within Appendix F.

- (c) all staff members (sworn officers and civilian members) receive formal feedback at least every two years on their individual performance, performance targets, and training requirements for the coming review period. Furthermore, formal feedback will be provided at least annually to the Deputy Chief;
- (d) meritorious service, community service, long service, and valour demonstrated by sworn officers, civilian members, or volunteers is properly recognized;

**Note:** The Kingston Police Services Board Commendation Policy is attached as Appendix D.

- (e) members do not engage in any activity that interferes with or influences adversely the performance of their duties as members of the Kingston Police or is likely to bring discredit to the force;<sup>28</sup>

**Note:** The Kingston Police Services Board Policy to Establish Guidelines for Reports from the Chief of Police on Disclosures and Decisions Related to Secondary Activities is attached as Appendix C.

- (f) discipline is maintained;<sup>29</sup>
- (g) staff members are acquainted with their rights under this policy;
- (h) the police force has defined practices and procedures on communicable disease prevention that fully meet the requirements specified in relevant regulations; and
- (i) members of the police force are provided with the equipment specified in Ministry standards pertaining to communicable diseases.

**Note:** The Kingston Police Services Board Policy on Communicable Diseases is detailed in section 4.7.4.

### **3.3. Financial Planning and Budgeting**

3.3.1. A budget is the primary planning tool for careful and cost-effective allocation of resources. A structured budget process ensures that objectives are identified and appropriately funded. Regular comparison of actual to budgeted costs, along with a detailed variance analysis, helps to ensure that planned activities are being completed as approved and that any deviations are highlighted and clarified.

3.3.2. For every calendar year, a detailed budget shall be completed. The budget shall adhere to priorities pursuant to Section 4, Ends to be Achieved; avoid fiscal indiscretions or harm to the Board, the force, the Corporation of the City of Kingston, or the community at large; and support the approved multiyear business plan.<sup>30</sup> Accordingly, the Chief shall ensure that the budgeting process:

- (a) includes the establishment of specific goals and objectives attainable within the next calendar year that are consistent with the approved business plan;
- (b) contains sufficient detailed information to enable the credible and detailed projections of revenues and expenses;
- (c) separates capital and operational items;
- (d) provides operational details on cash flow requirements, staffing levels, and disclosure of major planning assumptions;
- (e) allows for the presentation of a budget with cash allocations by program and expense account;

- (f) plans the expenditure in any fiscal year to be consistent with the amount of funds that are conservatively projected to be received from the municipality and other sources in that period;
- (g) provides sufficient funds for Board prerogatives during the year as set forth in section 1.10, Cost of Governance; and
- (h) provides adequate resources for achieving the goals set out in Section 4, Ends to be Achieved.

3.3.3. For every calendar year, a detailed budget shall be completed and submitted to the Board in a manner to ensure timely delivery to City Council for its annual budget deliberations. In this respect, the annual budget shall be reviewed and approved as follows:

- (a) initial input will be completed by senior management of the force;
- (b) budget estimates will be reviewed by the Deputy Chief and Chief of Police; and
- (c) budget estimates will be presented to the Board for approval prior to delivery to City Council.

3.3.4. In accordance with section 39 of the *Police Services Act*, the operating and capital budgets for submission to City Council shall show, separately, the amounts required to:

- (a) maintain the force and provide it with equipment and facilities; and
- (b) pay the expenses of the Board's operation, other than the remuneration of Board members.

### **3.4. Financial Condition and Administrative Activities**

3.4.1. The Chief of Police will ensure that efficient, accurate, and transparent financial management and administration of the force is maintained through the development of internal processes and policies in key areas, including but not limited to the annual budget process; capital asset appropriations process; financial reporting; travel expense reimbursement; use of credit cards; training disbursements; supplies and requisitions; accounts payable; petty cash disbursements; internal audits; cost recovery and invoicing; use of consultants and professional services; and investigative rewards. Such procedures will include, as applicable, areas of financial risk, levels of approval authority, internal control measures, and documentation requirements.

**Note:** The Kingston Police Services Board Policy on Investigative Rewards is attached as Appendix K, and the By-Law Relating to Fees and Charges for Services or Activities Provided by the Kingston Police is attached as Appendix L.

3.4.2. With respect to the ongoing operation of the force, the Chief shall ensure that fiscal mismanagement is avoided and that actual expenditures are consistent with the *Police Services*

*Act* and the approved budget and do not deviate materially from the Board priorities established in Section 4, Ends to be Achieved. Accordingly, the Chief shall attempt to ensure that:

- (a) financial and operational risks are identified and internal controls established and documented to ensure an overall system of integrity;
- (b) the expenditure of funds in any year does not exceed what is available in the approved budget estimates (operating and capital) for the year without prior Board approval;
- (c) any specifically designated long-term reserves are not used without the prior approval of the Board;
- (d) tax payments or other government-ordered payments or filings are accurately filed within the required time-frames; and
- (e) commitments by the force when acquiring materials, goods, or services follow procedures established by the Chief pursuant to section 3.4.1 to ensure proper oversight.

3.4.3. In making financial decisions and commitments for approved budget items, the following approval limits shall be observed:

- (a) over \$500,000: Board;
- (b) up to \$500,000: Chief of Police;
- (c) up to \$250,000: Deputy Chief;
- (d) up to \$50,000: inspector and Finance / Human Resources / Information Services directors;
- (e) up to \$15,000: Facility/Fleet Supervisor;
- (f) up to \$5,000: staff sergeant;
- (g) up to \$1,500: sergeant; and
- (h) up to \$1,000: administrative assistant, as designated by a supervisor.

These approval limits are before taxes and apply to purchase requisitions, payments, the total amount of payments under a lease term, total contractual commitments under the term of a contract, and professional fees.

3.4.4. Signing authority for vehicle lease agreements drawn up in the name of the Kingston Police Services Board is delegated to the Chief of Police and Deputy Chief.

3.4.5. Signing authority for Master Agreement Adoption Agreements or client–supplier agreements in the name of the Kingston Police Services Board with vendors regarding purchases

by the Kingston Police in accordance with vendor of record arrangements with the Ontario Ministry of Government Services, with vendors approved by the Police Cooperative Purchasing Group, the Ontario Education Collaborative Marketplace, and Kinetic GPO, or vendors ascertained through other cooperative purchasing arrangements outlined in section 3.4.8(d)(4) is delegated to the Chief of Police and Deputy Chief.

3.4.6. Signing authority for agreements between the Kingston Police Services Board and the Ministry of Community Safety and Correctional Services for funding through the Criminal Intelligence Service Ontario Joint Forces Funding Program is delegated to the Chief of Police and Deputy Chief.

3.4.7. Signing authority for contracts and agreements related to budgeted items of an operational nature with a value of less than \$50,000 is delegated to the Chief of Police and Deputy Chief.

3.4.8. When making purchases, the following rules shall apply.

- (a) Normally prudent protection will be given against possible conflict of interest on purchases.
- (b) For under \$5,000:
  - (1) whenever possible/practical, prices shall be obtained from more than one supplier. Alternatively, purchases may be made directly from catalogues or supplier lists or through negotiations, upon purchasers assuring themselves that all prices offered are fair and equitable;
  - (2) prices and suppliers reviewed prior to selection shall be documented; and
  - (3) the procurement shall be evidenced by receipt, invoice, or credit card documentation.
- (c) On purchases between \$5,000 and \$50,000:
  - (1) three written quotations are required (unless there are fewer than three providers);
  - (2) documentation must be kept on file regarding evaluation criteria and scoring used prior to final vendor selection; and
  - (3) no offer to procure by a single source shall be issued without documented approval by the Chief of Police or designate.
- (d) All offers to procure of a value of over \$50,000 for articles that were included and approved in budget estimates:
  - (1) shall be by way of tenders, expressions of interest, or requests for proposals;

- (2) may be approved by the Chief or the Deputy Chief, with such approvals reported to the Board. If the Chief or Deputy Chief wishes to accept a bid that did not achieve the highest scoring based on the evaluation criteria, such bid shall be forwarded to the Board for approval;
- (3) may be made as applicable through the Ontario Ministry of Government Services, the Police Cooperative Purchasing Group, the Ontario Education Collaborative Marketplace, or Kinetic GPO, since prices on goods available through these agencies have already been obtained through a tendering process, if approved by the Chief or the Deputy Chief. Such approvals shall be reported to the Board; and
- (4) may be made through other cooperative purchasing arrangements as defined below.
  - i. The Kingston Police may participate with other levels of government, municipalities, agencies, or public authorities in cooperative purchasing where the Chief of Police or designate determines it is in the best interests of the Kingston Police to do so, either by including other entities in a tender or request for proposal issued by the Kingston Police or requesting that the Kingston Police be included and named in a call for bids issued by another entity.
  - ii. Where another level of government, municipality, agency, or public authority has completed a competitive procurement and offers to extend to the Kingston Police the same terms and pricing offered by the successful proponent, the Kingston Police may enter into a contract with the successful proponent without issuing a further call for bids, whether or not the Kingston Police were named in the call for bids. Any contract proposed to be entered into as a result of cooperative purchasing shall be authorized in accordance with the approval limits set out in section 3.4.3 herein.
  - iii. Where the Kingston Police participate with another government agency or public authority in cooperative purchasing, the Kingston Police shall adhere to the policies of the agency calling the cooperative bid.
- (e) The purchase of vehicles will always be through a tender, expression of interest, or request for proposal process, or through the Ontario Ministry of Government Services, the Police Cooperative Purchasing Group, or the Ontario Education Collaborative Marketplace, or through other cooperative purchasing arrangements as outlined in section 3.4.8(d)(4), since prices on goods available through these agencies have already been obtained through a tendering process. Vehicle purchases may be approved by the Chief or the Deputy Chief, with such approvals reported to the Board. If the Chief or Deputy Chief wishes to accept a bid in a

tender, expression of interest, or request for proposal process that was not the lowest bid received, such bid shall be forwarded to the Board for approval.

- (f) The acquisition of professional services for major projects will be through tender, expression of interest, or request for proposal. Professional fees for consultants, external auditors, or legal services will not require a tender, expression of interest, or request for proposal but must have the prior approval of the Chief of Police.
- (g) The requirements of this section do not apply to service contracts for site-specific software if such contracts are noted in the approved budget.
- (h) Tenders, expressions of interest, or requests for proposal for articles not included in budget estimates shall be approved by the Board.

3.4.9. The following processes shall be used when submissions under a tender, expression of interest, or request for proposal process are opened:

- (a) for submissions with an estimated value of over \$50,000, only the name of each proponent will be released at the time of opening. The pricing component and the ranking of all accepted submissions will be reported to the Board as required; and
- (b) for submissions with an estimated value of less than \$50,000, the prices of the successful proponent may be released after an award. The pricing submitted from unsuccessful proponents will not be released.

3.4.10. The sale of surplus police property shall generally be through public auction. The sale of surplus police vehicles, not required by other city business units, will be through a public tendering process or through public auction. The Chief or Deputy Chief has the authority to accept the highest bid for such vehicles.

3.4.11. For making purchases under circumstances not specifically set out herein, the Chief of Police shall refer to the current City of Kingston Purchasing By-Law for guidance.

3.4.12. Reimbursement of out-of-pocket meal costs and incidental expenses associated with travel will be at a rate set by the Board unless otherwise specifically provided for in a collective agreement between the Board and an Association representing sworn officers or civilian members.

**Note:** The by-law governing the proceedings of the Kingston Police Services Board, including reimbursement of Board-related expenses, is attached as Appendix A.

3.4.13. The financial records of the force shall be compiled using generally accepted accounting principles, as published in the handbook of the Canadian Institute of Chartered Accountants. This includes applying best business practices such as:

- (a) aggressively pursuing receivables after a reasonable grace period;
- (b) paying accounts payable in a timely manner;



- (c) matching of revenues and expenses to appropriate time-frames and expense accounts; and
- (d) accrual of revenues and expenses where required.

3.4.14. Donations of goods and services will be assessed on an individual basis and shall comply with the following criteria:

- (a) there must be a direct benefit to the city of Kingston in the form of improved police service;
- (b) no cash donation will be accepted unless it is directed to specific items;
- (c) conditions placed on donations will be reasonable and determined by the Board or the Chief of Police;
- (d) there will be no direct benefit to the donor other than a formal recognition for the donation, if so desired;
- (e) preference shall be given to accepting donations from non-profit, community-based organizations;
- (f) where donations are accepted from commercial enterprises, there shall be no advertising (other than a formal recognition for the donation, if so desired) or other terms that suggest an endorsement of the product, service, or any other preference to the donor;
- (g) the donation and its terms shall comply with all requirements set out in this policy;
- (h) there shall be no allocation of resources to utilize the donation other than in accordance with the corporate priorities regularly established by the force;
- (i) the acceptance of donations will be determined by the Chief of Police, with any donations of a value of over \$5,000 requiring Board approval before acceptance; and
- (j) the Chief of Police will deploy the accepted donations.

### **3.5. Continuity of Operations**

3.5.1. To protect the Board from the sudden loss of the Chief's services, the Chief of Police shall:

- (a) ensure that at least two other executives are familiar with Board and Chief issues and processes;
- (b) have appropriate records and documentation that would facilitate continuity of operations; and

- (c) when temporarily absent and not accessible for any reason or for planned absences of not more than 90 calendar days, designate the Deputy Chief as Acting Chief of Police. For absences of more than 90 calendar days the Board shall designate an Acting Chief of Police.

3.5.2. In the case of an extended absence of the Deputy Chief, the Chief of Police may appoint an Acting Deputy Chief as deemed appropriate; however, for absences of more than 90 calendar days, the Board shall designate an Acting Deputy Chief.

### 3.6. Asset Protection

3.6.1. The Chief of Police shall ensure that assets<sup>31</sup> are protected, adequately maintained, and not unnecessarily risked beyond a level required in the normal course of business. Accordingly, the Chief shall ensure that:

- (a) the force is insured against major casualty losses to replacement value and against liability assigned to Board members, staff, or the force itself in an amount consistent with the coverage of the City of Kingston;
- (b) facilities and equipment are not subjected to improper wear and tear or insufficient maintenance;
- (c) the force, its Board, or staff are not exposed unnecessarily to claims of liability;
- (d) funds are received, processed, or disbursed under controls that are sufficient to meet the normal standard of an external auditor;
- (e) real property is not acquired, encumbered, or disposed of except in accordance with established policy;
- (f) evidence (information, files, and physical goods) and recovered property are protected from loss or significant damage prior to their return to the lawful owner or authorized disposal;<sup>32</sup>
- (g) where no owner can be located for evidence or recovered property, authorized disposal is in accordance with the Board Policy Respecting the Disposition of Unclaimed Property in the Possession of the Kingston Police;<sup>33</sup>

**Note:** The Board Policy Respecting the Disposition of Unclaimed Property in the Possession of the Kingston Police is attached as Appendix O.

- (h) a registry of property is maintained, recording the full particulars of assets and their ultimate disposal;<sup>34</sup>
- (i) any unclaimed firearms are destroyed promptly or sent to the Centre for Forensic Sciences if deemed to be historic<sup>35</sup> or to another organization deemed to be acceptable by the Ministry of Community Safety and Correctional Services.<sup>36</sup> To

assess the historical value of unclaimed firearms, the Chief will have them examined by a recognized expert;

- (j) intellectual property, information, and files are protected from loss or significant damage; and
- (k) the force's public image or credibility is not endangered, particularly in ways that would hinder its accomplishment of the goals outlined in Section 4, Ends to be Achieved.

### **3.7. Compensation and Benefits**

3.7.1. The Board is responsible under the provisions of the *Police Services Act* for negotiating contracts for any staff or sworn officer represented by an association, the Deputy Chief, and the Chief of Police.<sup>37</sup> Accordingly, the Chief shall ensure that the salary, benefits, and working conditions of any sworn officer, civilian member, or any individual staff member, including the Chief, are consistent with the appropriate contract as negotiated and signed by the Board.

### **3.8. Communication and Counsel to the Board**

3.8.1. Information and advice to the Board must be timely, complete, and accurate. Accordingly, the Chief shall ensure that:

- (a) monitoring data required by the Board pursuant to section 2.4 are submitted in a timely, accurate, and understandable fashion, directly addressing the provisions of the Board policies being monitored;
- (b) the Board is provided with information as required by the *Police Services Act* and associated regulations, including:
  - (1) an annual report on the secondary activities of all members<sup>38</sup> (the Board Policy to Establish Guidelines for Reports from the Chief of Police on Disclosures and Decisions Related to Secondary Activities is attached as Appendix C);
  - (2) regular reports on the administration of the complaints system<sup>39</sup> (the Board Policy Respecting the Administration of the Complaints System is attached as Appendix B);
  - (3) reports as required on findings and any action taken or recommended to be taken as a result of an investigation by the Special Investigations Unit (SIU),<sup>40</sup> with such reports to be made within 30 days of the Chief being advised by the SIU Director that the SIU has submitted its report to the Attorney General;
  - (4) reports as required pursuant to O.Reg. 926/90, "Equipment and Use of Force";<sup>41</sup> and

- (5) an annual report summarizing the activities of the Kingston Police over the previous fiscal year,<sup>42</sup> including information on:
  - i. performance objectives, indicators, and results;
  - ii. public complaints; and
  - iii. the actual cost of police services in comparison to original budget estimates; and
- (6) reports as required pursuant to O.Reg. 58/16, “Collection of Identifying Information in Certain Circumstances—Prohibition and Duties”;<sup>43</sup>
- (c) information on quantitative and qualitative performance indicators, information technology, resource planning, and police facilities is included in the Board’s Business Plan every three years;<sup>44</sup>
- (d) the Board is advised if any secondary activities are being personally contemplated so that the Board can determine whether these activities are acceptable;<sup>45</sup>
- (e) the Board is provided with specific operational reports as requested, specifically:
  - (1) a list of any contracts awarded by the Chief that are not specifically outlined in the budget estimates and that exceed \$50,000 on at least a quarterly basis; and
  - (2) information on any defence of appeals or applications for judicial review;
- (f) the Board is informed of significant program changes related to services offered to the community;
- (g) the Board is informed of any staff changes at the senior officer or equivalent civilian level;
- (h) the Board is made aware of relevant trends; significant changes in federal, provincial, or municipal policies; anticipated adverse media coverage; and material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established;
- (i) the Board is advised if, in the Chief’s opinion, the Board is not in compliance with its own policies in Section 1, Governance Process, and Section 2, Board–Chief Linkages, particularly in the case of Board behaviour that is detrimental to the work relationship between the Board and the Chief;
- (j) information is not presented in an unnecessarily complex or lengthy form;
- (k) the Board is dealt with as a whole, except when:
  - (1) fulfilling individual requests for information; or

- (2) responding to officers or committees duly charged by the Board; and
- (1) a report is made in a timely manner an actual or anticipated non-compliance with any policy of the Board.

### **3.9. Independence of the Board**

3.9.1. The Chief will ensure that the actions of the Chief and those of the Kingston Police do not diminish the independence of the Board.<sup>46</sup>

3.9.2. Accordingly, the Chief will ensure that all information tabled with Council or any of its committees with respect to the budgetary requirements and operations of the Kingston Police will be tabled and, if appropriate, discussed with the Board first.

### **3.10. Treatment of the Public**

3.10.1. With respect to interactions with the public, the Chief shall ensure that conditions, procedures, or decisions are safe, respectful, fair, dignified, not unnecessarily intrusive, and comply with the provisions of the *Municipal Freedom of Information and Protection of Privacy Act*.

**Note:** The Kingston Police Services Board *Municipal Freedom of Information and Protection of Privacy Act* and Records Management By-Law is attached as Appendix I.

3.10.2. Accordingly, the Chief shall ensure that:

- (a) the Kingston Police operate with a policy for dealing with public complaints about services, policy, or conduct that is consistent with the requirements of the *Police Services Act* and associated regulations;<sup>47</sup>

**Note:** The Board Policy Respecting the Administration of the Complaints System is attached as Appendix B.

- (b) impartial and fair information is disseminated to the public, especially in those instances involving a sworn officer or civilian member of the Kingston Police, and that there is a process for correcting incorrect information that, for any reason, is inadvertently disseminated. This will include the routine dissemination of crime, call, and public disorder analysis data and information on crime trends to Council, school boards, community organizations and groups, businesses, and members of the public;<sup>48</sup>
- (c) the public may be consulted for projects or initiatives undertaken by the force that have a direct impact on them with respect to how service is provided; and
- (d) members of the public who have provided exceptional assistance to the Kingston Police are recognized.

### 3.11. Chief's Operational Requirements

3.11.1. In ensuring that service is provided related to crime prevention, law enforcement, victims' assistance, public order maintenance, and emergency response services, the Chief shall ensure that the *Police Services Act* and its regulations as specifically prescribed by the Province of Ontario are followed. Accordingly, the Chief shall operate with:

- (a) procedures and processes on problem-oriented policing and crime prevention initiatives<sup>49</sup> (this will include procedures and processes on community patrol that address when and where directed patrol is considered necessary or appropriate and is based on such factors as crime, call, and public disorder analysis, criminal intelligence, and road safety);<sup>50</sup>
- (b) procedures and processes on communications and dispatch services<sup>51</sup> that specifically ensure that:
  - (1) there will be a staffed communications centre, with one or more communications operators/dispatchers available 24 hours a day who can answer emergency calls for service and maintain constant two-way voice communications capability with police officers who are on patrol or responding to emergency calls;<sup>52</sup>
  - (2) a member of the police force is available 24 hours a day to supervise police communications and dispatch services;<sup>53</sup> and
  - (3) police officers on patrol have a portable two-way voice communications capability that allows the officers to be in contact with the communications centre when away from their vehicle or on foot patrol;<sup>54</sup>
- (c) procedures on traffic management, traffic law enforcement, and road safety;<sup>55</sup>
- (d) procedures and processes that ensure that there is supervision available to members of the police force 24 hours a day,<sup>56</sup> including setting out the circumstances where a supervisor must be contacted and when a supervisor must be present at an incident;<sup>57</sup>
- (e) a criminal investigation management plan that:
  - (1) lists the occurrences for which a police officer is required to contact a supervisor as soon as practicable;<sup>58</sup>
  - (2) permits supervisors, except as provided for in the plan, to assign responsibility to undertake or manage the investigation of an occurrence listed in the plan to any police officer, whether or not a criminal investigator;<sup>59</sup>
  - (3) lists the occurrences for which the supervisor must assign responsibility to undertake or manage the investigation to a criminal investigator;<sup>60</sup>

- (4) lists the occurrences for which the Board has entered into agreements that would result in the investigation being undertaken on a combined, regional, or cooperative basis or by another police force;<sup>61</sup>
  - (5) addresses the monitoring by supervisors of criminal investigations;<sup>62</sup> and
  - (6) identifies the specific occurrences, designated by the Ministry of Community Safety and Correctional Services, for which the Kingston Police shall notify another police force, unit, or task force designated by the Ministry;<sup>63</sup>
- (f) procedures and processes for undertaking and managing general criminal investigations and investigations into:<sup>64</sup>
- (1) physical and sexual abuse of children;
  - (2) child pornography;
  - (3) criminal harassment;
  - (4) domestic occurrences;
  - (5) drug-related offences other than simple possession;
  - (6) elder abuse and vulnerable adult abuse;
  - (7) fraud and false pretence;
  - (8) hate- or bias-motivated crime and hate propaganda;
  - (9) homicides and attempted homicides;
  - (10) found human remains;
  - (11) illegal gaming;
  - (12) missing persons;
  - (13) parental or non-parental abductions;
  - (14) offences involving firearms;
  - (15) proceeds of crime;
  - (16) property offences, including break and enter,
  - (17) robbery;
  - (18) sexual assaults;

- (19) stolen or smuggled firearms;
  - (20) vehicle theft;
  - (21) youth crime; and
  - (22) other types of crime designated by the Ministry;
- (g) procedures that set out when more than one officer must respond to an occurrence or call for service;<sup>65</sup>
- (h) procedures and processes in respect of:<sup>66</sup>
- (1) internal task forces;
  - (2) joint forces operations;
  - (3) criminal intelligence;
  - (4) crime, call, and public disorder analysis;
  - (5) informants and agents;
  - (6) witness protection and security;
  - (7) police response to persons who are emotionally disturbed or have a mental illness or developmental disability;
  - (8) search of a person;
  - (9) search of premises;
  - (10) arrest;
  - (11) bail and violent crime;
  - (12) prisoner care and control;
  - (13) prisoner transportation; and
  - (14) property and evidence control;
- (i) procedures and processes in respect of:
- (1) investigation supports, including supports in the areas of scenes of crime analysis, forensic identification, canine tracking, technical collision investigation and reconstruction, breath analysis, physical surveillance, electronic interception, video and photographic surveillance, polygraph, and behavioural science.<sup>67</sup> When investigative supports are obtained from



one or more persons or organizations other than police forces to provide those supports by means of a person or organization that is not a police force, the person providing the investigative support shall:<sup>68</sup>

- i. report directly to and take direction from the member of the Kingston Police to whom the investigative support or assistance is being provided;<sup>69</sup> and
  - ii. comply with the policy and procedures of the Kingston Police;<sup>70</sup>
- (2) the collection, handling, preservation, documentation, and analysis of physical evidence;<sup>71</sup>
- (3) obtaining, when required, expert or specialized assistance from another police force, government agency, or other organization or individual in relation to a criminal investigation being undertaken by the Kingston Police;<sup>72</sup>
- (j) procedures and processes on the provision of police services in respect of all navigable bodies and courses of water within the city of Kingston if designated in the future by the Ministry;<sup>73</sup>
- (k) a court security plan;<sup>74</sup>
- (l) procedures on court security that address supervision and training;<sup>75</sup>
- (m) procedures on providing assistance to victims of crime that:
  - (1) reflect the principles of the *Victims' Bill of Rights, 1995*;<sup>76</sup> and
  - (2) set out the roles and responsibilities of staff (sworn officers and civilian members) in providing assistance to victims;<sup>77</sup>
- (n) procedures on public order unit services that set out the circumstances in which a public order unit may be deployed.<sup>78</sup> It is acknowledged that section 19(2) of the Adequacy Standards Regulations requires the chief of police of any agency containing a public order unit to make available to all members of the unit a manual on the procedures on public order unit services;
- (o) procedures on police action in respect of labour disputes;<sup>79</sup>
- (p) procedures on preliminary perimeter control and containment, including that:<sup>80</sup>
  - (1) if a containment team uses police officers, the Chief will develop procedures for it;<sup>81</sup> and
  - (2) police officers who are not members of a tactical unit and who are deployed in a containment function, including members of a containment

team, shall not, before the arrival of members of a tactical unit, employ offensive tactics unless the police officers believe, on reasonable grounds, that to do so is necessary to protect against the loss of life or serious bodily harm;<sup>82</sup>

- (q) procedures that set out the circumstances in which each of the following services will be deployed:<sup>83</sup>
  - (1) a tactical team, including that the tactical supervisor or a senior officer shall have the responsibility for determining how many tactical officers are required to be deployed to an incident;<sup>84</sup>
  - (2) a hostage rescue team, including that the tactical supervisor or major incident commander shall have the responsibility for determining how many tactical officers are required to be deployed to an incident;<sup>85</sup>
  - (3) major incident commanders;
  - (4) crisis negotiators;
  - (5) police explosive forced-entry technicians;
  - (6) explosive disposal technicians; and
  - (7) preliminary perimeter control and containment;
- (r) manuals that set out the policy and procedures for each of the police services listed in section 3.11.1(p)(2) are issued to all police officers who are responsible for these services and/or are members of one of these teams;<sup>86</sup>
- (s) an emergency plan for the Kingston Police that includes the procedures to be followed during an emergency<sup>87</sup> (to the extent possible, this plan will be integrated and be a part of the overall emergency plan for the City of Kingston);<sup>88</sup>
- (t) procedures on ground search<sup>89</sup> (to the extent possible, practices will include coordination and partnership with other emergency service providers and volunteer groups and clear guidelines on how ground search and rescue services will be coordinated within the city of Kingston);<sup>90</sup>
- (u) procedures that are consistent with any federal or provincial counter-terrorism plan designated by the Minister of Community Safety and Correctional Services;<sup>91</sup>
- (v) procedures on police pursuits, including the definition of a police pursuit, statements of principles, and all operating provisions and restrictions as detailed in O.Reg. 546/99 under the *Police Services Act*, “Suspect Apprehension Pursuits”; and

- (w) procedures on major cases in accordance with O.Reg. 354/04, “Major Case Management.”

### **3.12. Staffing**

3.12.1. The Chief will operate in a manner that ensures that all of the required technical and managerial skills are available from within the Kingston Police, or from another police force, to provide necessary police services to residents of and visitors to the city of Kingston. According, the Chief shall:

- (a) have a long-term staffing plan. Key objectives of this plan will be to ensure that hiring levels are relatively constant from year to year and that the required skills will be available within the force;
- (b) operate with management procedures that set out staffing procedures. As a minimum:
  - (1) all positions (both sworn officer and civilian) shall have defined competencies, both managerial and technical;
  - (2) no individuals may be recommended for promotion unless they have successfully completed all mandatory training and qualifying examinations and have demonstrated the range of skills, technical and managerial, that suggest that they will be successful at the next rank or level;
  - (3) the Kingston Police, through their staffing practices, will seek to become, over time, representative of the community;<sup>92</sup> and
  - (4) sworn officers, civilian members, or special constables are not to be appointed<sup>93</sup> or terminated during their probationary period<sup>94</sup> or after an appropriate hearing<sup>95</sup> without the concurrence of the Board;
- (c) not designate a person as a criminal investigator unless that person is a police officer;<sup>96</sup>
- (d) provide all staff (sworn officers and civilian members), especially court security personnel,<sup>97</sup> newly sworn officers, and those in supervisory positions<sup>98</sup> or acting positions, with adequate knowledge, skills, abilities, training, and direction and ensure that they also maintain the necessary knowledge to carry out their duties and responsibilities. Specifically,
  - (1) all staff (sworn officers and civilian members) will successfully complete, where applicable, any required training accredited by the Ministry of Community Safety and Correctional Services or have equivalent

qualifications or skills as approved by the Ministry. This currently applies to:

- i. every member of a containment team, tactical unit, and hostage rescue team and every major incident commander and crisis negotiator;<sup>99</sup>
  - ii. criminal investigators;<sup>100</sup>
  - iii. communicators and dispatchers and those supervising them;<sup>101</sup> and
  - iv. any person providing investigative support in the area of scenes of crime analysis or forensic identification;<sup>102</sup>
- (2) supervisors shall ensure that the person who is assigned with an occurrence listed in the criminal investigation management plan, whether or not a criminal investigator, has the knowledge, skills, and abilities to investigate that type of occurrence;<sup>103</sup>
  - (3) any person providing investigative support, including supports in the areas of canine tracking, technical collision investigation and reconstruction, breath analysis, physical surveillance, electronic interception, video and photographic surveillance, polygraph, and behavioural science, has the knowledge, skills, and abilities to provide that support;<sup>104</sup>
  - (4) all members of the public order unit for the force, whether provided by the police force or on a combined or regional or cooperative basis, shall be police officers and have the appropriate knowledge, skills, and abilities to provide the services of the public order unit;<sup>105</sup> and
  - (5) police explosive forced-entry technicians and explosive disposal technicians shall have and maintain the appropriate knowledge, skills, and abilities for their work;<sup>106</sup>
- (e) pay particular attention to ensuring that all personnel are sensitive to the pluralistic, linguistic, multiracial, and multicultural character of the city of Kingston;<sup>107</sup> and
  - (f) establish procedures for obtaining the assistance of another police force in relation to undertaking or managing a criminal investigation in those circumstances where the Kingston Police do not have, or do not have access through an agreement to the services of, a criminal investigator or police officer with the knowledge, skills, and abilities to investigate a specific type of occurrence.<sup>108</sup>

## 4. ENDS TO BE ACHIEVED

### 4.1. Mandate

4.1.1. The mandate of the Kingston Police is to ensure the safety and security of all persons and property<sup>109</sup> within the city of Kingston in response to the needs of the community.<sup>110</sup>

4.1.2. In the context of the importance of safeguarding the fundamental rights guaranteed by the *Canadian Charter of Rights and Freedoms* and the *Human Rights Code*,<sup>111</sup> major components of this mission are:<sup>112</sup>

- (a) crime prevention;
- (b) law enforcement;
- (c) assistance and respect for victims of crime and understanding of their needs;<sup>113</sup>
- (d) public order maintenance; and
- (e) emergency response.

4.1.3. Quantitative and qualitative performance objectives and indicators relating to the provision of front-line services and community satisfaction with police services will be determined during the regular business planning cycle.

### 4.2. Crime Prevention

4.2.1. **Problem-Oriented Policing.** It is the policy of the Kingston Police Services Board with respect to problem-oriented policing that the Chief of Police will:

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

- (f) provide information in the annual report on the steps taken by the police force to promote, implement, and evaluate problem-oriented policing initiatives.

4.2.2. **Crime Prevention.** It is the policy of the Kingston Police Services Board with respect to providing community-based crime prevention initiatives that:

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

### 4.3. Law Enforcement

4.3.1. **Community Patrol.** It is the policy of the Kingston Police Services Board with respect to community patrol that the Chief of Police will:

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

4.3.2. **Communications and Dispatch.** It is the policy of the Kingston Police Services Board with respect to communications and dispatch services that:

- (a) the police force will provide the services of a communications centre with a dedicated Communications Unit; and

- (b) the Chief of Police will:
  - (1) ensure that, 24 hours a day, a member of a police force is available to supervise police communications and dispatch services;
  - (2) ensure that police officers on patrol have a portable two-way voice communication capability that allows them to be in contact with the communications centre when away from their vehicle or on foot patrol;
  - (3) establish procedures and processes on communications and dispatch services; and
  - (4) ensure that members who provide communications and dispatch services meet the requirements of the Adequacy Standards Regulation.

**4.3.3. Crime, Call, and Public Disorder Analysis.** It is the policy of the Kingston Police Services Board with respect to crime, call, and public disorder analysis that:

- (a) crime, call, and public disorder analysis will be provided by an assigned member of the police force; and
- (b) the Chief of Police will:
  - (1) establish systems and procedures for the collection, collation, analysis, and dissemination of crime, call, and public disorder data;
  - (2) ensure that those assigned to perform crime, call, and public disorder analysis have the knowledge, skills, and abilities to perform the functions and have the necessary equipment;
  - (3) promote the use of crime analysis by supervisors to identify areas or issues requiring directed patrol, targeted enforcement, problem-oriented, or community-based crime prevention initiatives;
  - (4) report back to the Board on the criteria and process to be used for sharing relevant crime, call, and public disorder analysis with Council and officials, school boards, community organizations and groups, businesses, and members of the public; and
  - (5) provide information in the annual report on crime, calls for service, and public disorder patterns and trends; and
  - (6) when applicable, utilize crime analysis data to discuss forecasts and future trends with the Board.

4.3.4. **Criminal Intelligence.** It is the policy of the Kingston Police Services Board with respect to criminal intelligence that:

- (a) criminal intelligence will be provided by qualified members of the Kingston Police; and
- (b) the Chief of Police will:
  - (1) establish priorities and procedures for criminal intelligence, including strategic and tactical intelligence;
  - (2) promote the use of criminal intelligence analysis by supervisors to identify areas or issues requiring directed patrol, targeted enforcement, problem-oriented policing initiatives, or community-based crime prevention initiatives; and
  - (3) ensure that members assigned to criminal intelligence have the knowledge, skills, and abilities to perform this function and the necessary tools and equipment.

4.3.5. **Arrest.** It is the policy of the Kingston Police Services Board with respect to arrest that the Chief of Police will:

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

4.3.6. **Criminal Investigation Management and Procedures.** It is the policy of the Kingston Police Services Board with respect to general criminal investigation that:

- (a) the Chief of Police will:
  - (1) periodically review and report back to the Board on the occurrences that can be investigated by members of the police force based on their knowledge, skills, and abilities, and which occurrences require the services of another police force;
  - (2) prepare a criminal investigation management plan that meets the requirements of the Adequacy Standards Regulation, including identifying the type of occurrences that should be investigated by another police force or through a combined, regional, or cooperative service delivery method;
  - (3) develop and maintain procedures on and processes for undertaking and managing criminal investigations;



- (4) establish a selection process for criminal investigators, including ensuring that members who provide this service meet the requirements of the Adequacy Standards Regulation;
  - (5) ensure that the police force has one or more members who are criminal investigators;
  - (6) require supervisors to ensure that the member assigned an occurrence listed in the criminal investigation management plan has the knowledge, skills, and abilities to investigate that type of occurrence;
  - (7) ensure that persons providing scenes of crime analysis and forensic identification investigative supports meet the requirements of the Adequacy Standards Regulation; and
  - (8) ensure that persons who provide other investigative supports identified in section 4.3.6(b) have the knowledge, skills, and abilities to provide that support; and
- (b) scenes of crime analysis, forensic identification, canine tracking, behavioural science, physical surveillance, electronic interception, video and photographic surveillance, and polygraph investigative supports will be provided by qualified members of the Kingston Police or by qualified members of another police agency as requested by the Kingston Police.

4.3.7. **Hate/Bias-Motivated Crime.** It is the policy of the Kingston Police Services Board with respect to undertaking and managing investigations into hate/bias-motivated crime that the Chief of Police will:

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

- (f) as required, assess and report back to the board on the need for, cost, and feasibility of establishing a dedicated unit to investigate hate/bias-motivated crime.

4.3.8. **Hate Propaganda.** It is the policy of the Kingston Police Services Board with respect to undertaking and managing investigations into hate propaganda that the Chief of Police will:

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

4.3.9. **Joint Forces Operations.** It is the policy of the Kingston Police Services Board with respect to joint forces operations that the Chief of Police will:

- (a) develop procedures that address the approval process and accountability mechanisms for joint forces operations; and
- (b) provide information to the Board on the number of completed joint forces operations that the police force participated in, the cost to the police force, and whether they achieved their performance objectives; and
- (c) provide information in the annual report on joint forces operations to the extent that it does not compromise any investigation.

4.3.10. **Internal Task Forces.** It is the policy of the Kingston Police Services Board with respect to internal task forces that the Chief of Police will:

- (a) develop procedures that address the approval process and accountability mechanisms for internal task forces; and
- (b) provide information to the Board on the number of completed internal task forces established within the police force, the cost to the police force, and whether they achieved their performance objectives; and
- (c) provide information in the annual report on completed internal task forces established within the police force to the extent that it does not compromise any investigation.

**4.3.11. Search of Premises.** It is the policy of the Kingston Police Services Board with respect to search of premises that the Chief of Police will:

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

**4.3.12. Search of Persons.** It is the policy of the Kingston Police Services Board with respect to the search of persons that the Chief of Police will:

- (a) establish procedures that address:
  - (1) the compliance by members of the police force with the legal, constitutional, and case law requirements relating to when and how searches of persons are to be undertaken;
  - (2) the circumstances in which an officer may undertake a search of person;
  - (3) frisk/field searches;
  - (4) strip/complete searches;
  - (5) body cavity searches;
  - (6) consent searches;
  - (7) the supervision of searches of persons; and
  - (8) the documentation of searches of persons; and
- (b) ensure that officers and other members as appropriate are kept informed of changes in the law relating to the search of persons.

**4.3.13. Police Response to Persons Emotionally Disturbed, Mentally Ill, or Developmentally Disabled.** It is the policy of the Kingston Police Services Board with respect to the police response to persons who are emotionally disturbed or have a mental illness or developmental disability that the Chief of Police will:

- (a) work, where possible, with appropriate community members and agencies, health care providers, government agencies, municipal officials, other criminal justice agencies, and the local Crown to address service issues relating to persons who have a mental illness or developmental disability;
- (b) establish procedures and processes that address the police response to persons who are emotionally disturbed or have a mental illness or developmental disability; and

- (c) ensure that the police force addresses the training and sharing of information with officers, communications operators, and supervisors on:
  - (1) local protocols; and
  - (2) conflict resolution and use of force in situations involving persons who may be emotionally disturbed or who may have a mental illness or developmental disability.

**4.3.14. Court Security.** With respect to section 138 of the *Police Services Act*, all police officers, special constables, or other persons assigned and authorized by the Chief of Police are authorized by the Board to act in relation to the Board's responsibilities under section 137(1) of the Act. It is the policy of the Kingston Police Services Board with respect to court security that the Chief of Police will:

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

**4.3.15. Paid Informants and Agents.** It is the policy of the Kingston Police Services Board with respect to paid informants and agents that the Chief of Police will:

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

**4.3.16. Prisoner Care and Control.** It is the policy of the Kingston Police Services Board with respect to prisoner care and control that the Chief of Police will:

- (a) establish procedures and processes for:
  - (1) the care and control of prisoners, including effective monitoring; and
  - (2) responding to an escape from police custody;
- (b) ensure that members involved in prisoner care and control have the knowledge, skills, and abilities required to perform this function; and

- (c) following an escape or in-custody death, review the procedures, processes, and practices of the police force for prisoner care and control and report back to the board.

**4.3.17. Traffic Management, Enforcement, and Road Safety.** It is the policy of the Kingston Police Services Board with respect to traffic management, traffic law enforcement, and road safety that:

- (a) technical collision investigation, reconstruction, and breath analysis investigative supports will be provided by qualified members of the Kingston Police or by qualified members of another police agency as requested by the Kingston Police; and
- (b) the Chief of Police will:
  - (1) develop and implement a traffic management, traffic law enforcement, and road safety plan;
  - (2) establish procedures on traffic management, traffic law enforcement, and road safety, including procedures to address road closures and minimizing the interference of traffic; and
  - (3) ensure that persons who provide technical collision investigation, reconstruction, and breath analysis investigative supports have the knowledge, skills, and abilities to provide that support.

**4.3.18. Witness Protection.** It is the policy of the Kingston Police Services Board with respect to witness protection and security that the Chief of Police will:

- (a) establish procedures and processes with respect to witness protection and security; and
- (b) ensure that the police force has a Witness Protection Liaison Officer or an arrangement with another police force to use its Witness Protection Liaison Officer.

**4.3.19. Stolen or Smuggled Firearms.** It is the policy of the Kingston Police Services Board with respect to stolen or smuggled firearms that the Chief of Police will develop and maintain procedures:

- (a) that require that every firearm that comes into the possession of the police force will be checked to determine whether the firearm:
  - (1) has been reported stolen or lost;
  - (2) is legally registered in Canada; or
  - (3) is smuggled;

- (b) on the investigation of stolen or smuggled firearms in accordance with the police force's criminal investigation management plan; and
- (c) that address the sharing of crime analysis, criminal intelligence, and other information on stolen or smuggled firearms with relevant law enforcement agencies and as required by section 134(8)4 of the *Police Services Act*.

**4.3.20. Collection, Preservation, and Control of Evidence and Property.** It is the policy of the Kingston Police Services Board with respect to property and evidence control and the collection, preservation, documentation, and analysis of physical evidence that the Chief of Police will:

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

**4.3.21. Elder and Vulnerable Abuse.** It is the policy of the Kingston Police Services Board with respect to elder and vulnerable adult abuse that the Chief of Police will:

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

**4.3.22. Officer Note Taking.** It is the policy of the Kingston Police Services Board that the Chief of Police will establish procedures relating to officer note taking, including the secure storage and retention of police officer notes.

**4.3.23. Bail and Violent Crime.** It is the policy of the Kingston Police Services Board with respect to bail and violent crime that the Chief of Police will establish procedures on bail and violent crime that address:

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

**4.3.24. Domestic Violence Occurrences.** It is the policy of the Kingston Police Services Board with respect to domestic violence occurrences that the Chief of Police will:

- (a) in partnership with the local Crown, Probation and Parole Services, Victim/Witness Assistance Program, Victim Crisis Assistance and Referral Service, municipalities, Children's Aid Society, and other local service providers and community representatives responsible for issues related to domestic violence, including women's shelters, work to establish and maintain one or more domestic violence coordinating committees that cover the geographic area that falls within the jurisdiction of the police force;
- (b) implement one or more of the models set out in Ministry guidelines for the investigation of domestic violence occurrences and ensure that the police force has access to trained domestic violence investigators;
- (c) develop and maintain procedures for undertaking and managing investigations into domestic violence occurrences that address:
  - (1) communications and dispatch;
  - (2) initial response;
  - (3) enhanced investigative procedures;
  - (4) the mandatory laying of charges where there are reasonable grounds to do so, including in cases where there is a breach of a bail condition, probation, parole, or a restraining order;
  - (5) the use of a risk indicators tool;
  - (6) children at risk;
  - (7) high-risk cases and repeat offenders;
  - (8) occurrences involving members of a police force;
  - (9) post-arrest procedures;

- (10) victim assistance; and
- (11) safety planning;
- (d) ensure that the police force's responses to domestic violence occurrences are monitored and evaluated; and
- (e) ensure that officers and other appropriate members receive the appropriate Ministry-accredited training.

**4.3.25. Supervision.** It is the policy of the Kingston Police Services Board with respect to supervision that the Chief of Police will:

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

**4.3.26. Missing Persons.** It is the policy of the Kingston Police Services Board with respect to undertaking and managing investigations into missing persons that:

- (a) the Chief of Police will develop and maintain procedures that:
  - (1) set out the steps to be followed for undertaking investigations into reports of missing persons, including situations involving children, teenagers, and elder and vulnerable adults;
  - (2) ensure investigative follow-up on outstanding cases;
  - (3) where circumstances indicate a strong possibility of foul play, require officers to comply with the procedures set out in the Ministry's designated Ontario Major Case Management Manual;
  - (4) ensure that an AMBER Alert activation is considered in all missing children investigations and that Major Case Management is implemented in all cases involving AMBER Alert activation;
  - (5) ensure that members adhere to the requirements of the *Missing Persons Act, 2018*, and associated regulations; and
  - (6) ensure that an annual report pursuant to the *Missing Persons Act, 2018*, and associated regulations is filed with the Board using the prescribed template by the 1st of April each year; and



- (b) this Board will file a copy of the annual report pursuant to the *Missing Persons Act, 2018*, and associated regulations with the prescribed provincial ministry and make it available to the public by posting it on the Board's web page and/or the Kingston Police website on or before the 1st of June in the year the report is received.

**4.3.27. Child Abuse and Neglect.** It is the policy of the Kingston Police Services Board with respect to child abuse and neglect investigations that the Chief of Police will:

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

**4.3.28. Criminal Harassment.** It is the policy of the Kingston Police Services Board with respect to undertaking and managing investigations into criminal harassment that the Chief of Police will develop and maintain procedures that address:

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

**4.3.29. Preventing or Responding to Occurrences Involving Firearms.** It is the policy of the Kingston Police Services Board with respect to preventing or responding to occurrences involving firearms that the Chief of Police will:

- (a) ensure that the police force's officers are provided with information on all the search and seizure powers available to officers under Part III and Part XV of the

*Criminal Code* that may be relevant to the search and seizure of firearms, ammunition, or related licences, certificates, or permits, as well as options for obtaining prohibition orders;

- (b) develop and maintain procedures on undertaking and managing investigations into offences/occurrences involving firearms;
- (c) develop and maintain procedures on preventing offences/occurrences involving firearms; and
- (d) develop and maintain procedures relating to the Firearms Interest Police category of CPIC.

**4.3.30. Property Offences (Including Break and Enter).** It is the policy of the Kingston Police Services Board with respect to property offences, including break and enter, that the Chief of Police will:

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

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

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

**4.3.32. Illegal Gaming.** It is the policy of the Kingston Police Services Board with respect to illegal gaming that the Chief of Police will develop and maintain procedures requiring that:

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

**4.3.33. Prisoner Transportation.** It is the policy of the Kingston Police Services Board with respect to prisoner transportation that the Chief of Police will:

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

**4.3.34. Sexual Assault Investigations.** It is the policy of the Kingston Police Services Board with respect to sexual assault investigations that the Chief of Police will:

- (a) develop and maintain procedures that:
  - (1) require that investigations be undertaken in accordance with the police force's criminal investigation management plan;
  - (2) require compliance with the procedures set out in the Ministry's designated Ontario Major Case Management Manual;
  - (3) address communications and dispatch, initial response, and investigations relating to sexual assaults; and
  - (4) address community notification;
- (b) work, where possible, with hospitals and agencies that provide services to victims of sexual assault, including sexual assault treatment centres, sexual assault/rape crisis centres, and victim services, as well as the local Crown, to ensure a coordinated and effective response to victims of sexual assaults; and
- (c) address training for officers and other appropriate members on the response to sexual assault occurrences, including victims' assistance.

**4.3.35. Waterways Policing.** The Board shall review the requirement for a policy in respect of policing all navigable bodies and courses of water within the city of Kingston if so designated in the future by the Province.

**4.3.36. Child Pornography (Internet Child Exploitation).** It is the policy of the Kingston Police Services Board with respect to child pornography (Internet child exploitation) investigations that the Chief of Police will:

- (a) develop and maintain procedures requiring that investigations be undertaken in accordance with the police force's criminal investigation management plan;
- (b) notify the Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet (Provincial Strategy) in all cases of suspected child pornography (Internet child exploitation); and

- (c) ensure support is provided to manage the psychological well-being of members to acknowledge risks associated with long-term effects from exposure to activities related to Internet child exploitation investigations.

**4.3.37. Sudden Death and Found Human Remains.** It is the policy of the Kingston Police Services Board with respect to sudden or unexplained death investigations and investigations into found human remains that the Chief of Police will:

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

**4.3.38. Fraud and False Pretence Investigation.** It is the policy of the Kingston Police Services Board with respect to fraud and false pretences investigations that the Chief of Police will:

- (a) develop and maintain procedures requiring that investigations be undertaken and managed in accordance with the police force's criminal investigation management plan;
- (b) work, where possible, with municipal and provincial social assistance officials and the Crown, to develop a local protocol on the investigation of social assistance fraud;
- (c) establish, where possible, cooperative arrangements for the investigation of fraud and false pretences occurrences with:
  - (1) the Employment Insurance Commission;
  - (2) the Fire Marshal's Office;
  - (3) the Ministry of Small Business and Consumer Services; and
  - (4) the insurance industry; and
- (d) ensure that police officers investigating complex fraud and false pretences occurrences have the knowledge, skills, and abilities required.

**4.3.39. Homicide.** It is the policy of the Kingston Police Services Board with respect to investigations into homicides and attempted homicides that the Chief of Police will develop and

maintain procedures that require compliance by officers with the procedures set out in the Ministry's designated Ontario Major Case Management Manual.

**4.3.40. Parental or Non-Parental Abductions.** It is the policy of the Kingston Police Services Board with respect to parental and non-parental abductions and attempted abductions of children that the Chief of Police will:

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

**4.3.41. Proceeds of Crime.** It is the policy of the Kingston Police Services Board with respect to proceeds of crime that the Chief of Police will:

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

**4.3.42. Robbery.** It is the policy of the Kingston Police Services Board with respect to robbery investigations that the Chief of Police will:

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

**4.3.43. Vehicle Theft.** It is the policy of the Kingston Police Services Board with respect to vehicle thefts that the Chief of Police will:

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

4.3.44. **Youth Crime.** It is the policy of the Kingston Police Services Board with respect to youth crime that the Chief of Police will:

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

4.3.45. **Suspect Apprehension Pursuits.** It is the policy of the Kingston Police Services Board with respect to suspect apprehension pursuits that the Chief of Police will:

- (a) establish procedures consistent with the requirements of the Suspect Apprehension Pursuits Regulation under the *Police Services Act*;
- (b) ensure that police officers, dispatchers, communications supervisors, and road supervisors receive training accredited by the Ministry of Community Safety and Correctional Services on suspect apprehension pursuits;
- (c) ensure that police officers receive training about the intentional contact between vehicles consistent with the requirements of the Suspect Apprehension Pursuits Regulation;
- (d) address the use of tire deflation devices and officer training;
- (e) ensure that the particulars of each suspect apprehension pursuit are recorded on a form and in a manner approved by the Ministry of Community Safety and Correctional Services; and
- (f) ensure that the police force abides by the protocol established by the Suspect Apprehension Pursuits Regulation for suspect apprehension pursuits involving more than one police jurisdiction.

4.3.46. **Ontario Sex Offender Registry.** It is the policy of the Kingston Police Services Board with respect to the Ontario Sex Offender Registry that the Chief of Police will:

- (a) designate and maintain a registration site;
- (b) establish procedures and processes consistent with the requirements of *Christopher's Law (Sex Offender Registry), 2000*;
- (c) establish procedures and processes consistent with the requirements legislated by the federal *Sex Offender Information Registration Act*;

- (d) ensure that appropriate members receive training on the Ontario Sex Offender Registry, consistent with the role and responsibilities assigned to them; and
- (e) ensure that appropriate members receive training on both the provincial and federal sex offender legislative requirements.

**4.3.47. Police Response to High-Risk Individuals.** It is the policy of the Kingston Police Services Board with respect to high risk individuals that the Chief of Police will:

- (a) work in partnership, where possible, with the local Crown and appropriate community members and agencies (including health care providers, government agencies, municipal officials, and other criminal justice agencies, including law enforcement agencies), as well as victim services, to ensure a coordinated and effective strategy in response to high-risk individuals that addresses:
  - (1) bail opposition consistent with the Ministry’s guideline on Bail and Violent Crime;
  - (2) dangerous offender and long-term offender applications;
  - (3) High-Risk Offender National Flagging System and CPIC requirements;
  - (4) information sharing;
  - (5) case management planning;
  - (6) judicial restraint orders;
  - (7) victim assistance; and
  - (8) disclosure of information, including community notification and safety planning; and
- (b) ensure that the police force’s skills development and learning plan addresses the training and sharing of information with officers, communication operators, and supervisors on the police response to high-risk individuals.

#### **4.4. Victims’ Assistance**

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

- (a) working in partnership with the Ministry of the Attorney General Victim/Witness Assistance Program, Victim Services of Kingston and Frontenac, the City of Kingston, community and social service agencies, and other local organizations, promote the development of an integrated service delivery framework for providing assistance to victims, including safety planning;

- (b) ensure that members of the Kingston Police are aware of victim service providers or victim referral services available in the area; and
- (c) establish procedures on providing assistance to victims; and
- (d) ensure that, in each instance where there is Kingston Police contact with one or more victims of crime involving physical and/or psychological injury, such victims are referred to the appropriate community service available in their area.

#### **4.5. Public Order Maintenance**

**4.5.1. Public Order Units.** It is the policy of the Kingston Police Services Board with respect to public order maintenance that:

- (a) this Board will contract with the Ontario Provincial Police to provide the services of a public order unit within a reasonable response time. However, this does not preclude the Chief of Police from securing public order unit services from other police agencies for specific operational requirements; and
- (b) the Chief of Police will establish procedures in consultation with the Chief of Police who is providing the services of the public order unit that:
  - (1) set out the circumstances in which a public order unit may be deployed;
  - (2) set out the steps for obtaining the services of a public order unit; and
  - (3) address the circumstances and processes for liaising with appropriate officials for the purposes of Sections 63–68 of the *Criminal Code* regarding unlawful assemblies and riot situations.

**4.5.2. Police Action at Labour Disputes.** It is the policy of the Kingston Police Services Board with respect to police action at labour disputes that:

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



**4.5.3. Policing Aboriginal Occupations and Protests.** The objective of policing Aboriginal occupations and protests is to preserve the peace, prevent offences, and enforce the law in a manner that respects the rights of all involved parties. To this end, it is the policy of the Kingston Police Services Board with respect to policing Aboriginal occupations or protests that:

- (a) the role of the police at an Aboriginal occupation or protest is to preserve the peace, prevent offences, and enforce the law, including offences against persons and property, in accordance with the powers and discretion available to a police officer under the law;
- (b) the consideration of police actions at an Aboriginal occupation or protest include preserving the peace, communication, negotiation, and building trust with participating and affected communities; and
- (c) the Chief of Police will develop and maintain procedures on:
  - (1) communicating information in relation to police procedures on Aboriginal occupations and protests;
  - (2) training requirements for policing Aboriginal occupations and protests;
  - (3) fostering community understanding of the police response to the events;
  - (4) the collection and analysis of information prior to and during events; and
  - (5) addressing the uniqueness of Aboriginal occupations and protests.

## **4.6. Emergency Response**

**4.6.1. Preliminary Perimeter Control and Containment.** It is the policy of the Kingston Police Services Board with respect to preliminary perimeter control and containment that:

- (a) containment will be provided by officers of the Kingston Police;
- (b) the Chief of Police will establish procedures that address:
  - (1) the circumstances in which preliminary perimeter control and containment will be established;
  - (2) operational responsibility for an incident where preliminary perimeter control and containment is being established;
  - (3) the deployment of other emergency response services, including receiving assistance from other agencies;
  - (4) the duties of an officer involved in the establishment of preliminary perimeter control and containment, including compliance with the requirement of section 22(3) of the Adequacy Standards Regulation pending the deployment of a tactical unit; and

- (5) the training of officers in preliminary perimeter control and containment; and
- (c) the Chief of Police will develop and maintain a manual on containment team services that addresses:
  - (1) the selection process for members of the team, including ensuring that members who provide this service meet the requirements of the Adequacy Standards Regulation;
  - (2) the equipment to be used/available to the members of the team in accordance with the Ministry's designated equipment and facilities list; and
  - (3) the ongoing training of members of the team.

4.6.2. **Tactical Units.** It is the policy of the Kingston Police Services Board with respect to the services of a tactical unit that:

- (a) the police force will provide the services of a tactical unit by using its own members;
- (b) the services will be available 24 hours a day and within a reasonable response time;
- (c) the unit will consist of a minimum of 12 full-time tactical officers, including the supervisor, who are dedicated to the tactical unit but who, when not training or undertaking tactical activities, may undertake community patrol; and
- (d) the Chief of Police will:
  - (1) establish procedures that set out the circumstances in which the service will be deployed, including the process for obtaining the service and reporting relationships;
  - (2) ensure that the tactical unit can undertake containment, the apprehension of an armed barricaded person, and explosive forced entry if it uses the services of a police explosive forced-entry technician;
  - (3) develop and maintain a manual on tactical unit services that is available to each member providing this service;
  - (4) establish a selection process for members of the unit, including ensuring that members who provide this service meet the requirements of the Adequacy Standards Regulation;
  - (5) ensure the ongoing training of members who provide this service; and

- (6) ensure that appropriate equipment, in accordance with the Ministry's designated equipment and facilities list, is used by / available to the members who provide this service.

4.6.3. **Hostage Rescue.** It is the policy of the Kingston Police Services Board with respect to the services of a hostage rescue team that:

- (a) this Board will contract with the Ontario Provincial Police to provide the services of a hostage rescue team that is available 24 hours a day and within a reasonable response time; and
- (b) the Chief of police, in consultation with the Ontario Provincial Police, will:
  - (1) establish procedures that set out the circumstances in which the services of the hostage rescue team will be deployed, including the steps for obtaining the services and reporting relationships; and
  - (2) ensure that the force's major incident commanders and crisis negotiators train with the Ontario Provincial Police hostage rescue team.

4.6.4. **Major Incident Command.** It is the policy of the Kingston Police Services Board with respect to major incident command services that:

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

4.6.5. **Crisis Negotiation.** It is the policy of the Kingston Police Services Board with respect to crisis negotiation services that:

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

4.6.6. **Explosives.** It is the policy of the Kingston Police Services Board with respect to the services of police forced-entry explosive technicians and explosive disposal technicians that:

- (a) this Board will contract with the Ontario Provincial Police to provide the services of police forced-entry explosive technicians, available 24 hours a day and within a reasonable response time;
- (b) this Board will contract with the Ontario Provincial Police to provide the services of explosive disposal technicians, available 24 hours a day, within a reasonable response time; and
- (c) the Chief of Police will, in consultation with the agencies providing the services, establish procedures that set out the circumstances in which the services will be deployed, including the steps for obtaining the services and the reporting relationships.

**4.6.7. Ground Search for Lost or Missing Persons.** It is the policy of the Kingston Police Services Board with respect to ground search for lost or missing persons that the Chief of Police will:

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

**4.6.8. Emergency Planning.** It is the policy of the Kingston Police Services Board that the Chief of Police will consult with the City of Kingston and other emergency services on the development of an emergency plan that addresses the role and duties of the Kingston Police during an emergency and the procedures to be followed by members of the force during an emergency.

**4.6.9. Underwater Search and Recovery Units.** It is the policy of the Kingston Police Services Board with respect to the services of an underwater search and recovery unit that:

- (a) this Board will contract with the Ontario Provincial Police to provide the services of an underwater search and recovery unit; and
- (b) the Chief of Police, in consultation with the service provider, will:
  - (1) establish procedures that set out the circumstances in which the underwater search and recovery unit will be deployed, including the process for obtaining the services and the reporting relationships;
  - (2) establish procedures for the deployment of other emergency response services, including receiving assistance from other agencies; and
  - (3) ensure that the police service's major incident commanders receive training in their responsibilities and the capabilities of the underwater search and recovery unit.

**4.6.10. Canine Unit.** It is the policy of the Kingston Police Services Board with respect to the services of canine tracking that:

- (a) the police force will provide the services of a canine unit by using its own members;
- (b) the services will be available 24 hours a day and within a reasonable response time; and

- (c) the Chief of Police will:
- (1) establish procedures that set out the circumstances in which the services of the canine team will be deployed, including the process for obtaining the services and reporting relationships;
  - (2) establish procedures for the deployment of other emergency response services, including assistance from other agencies;
  - (3) develop and maintain a manual on canine services that is available to each member providing this service;
  - (4) ensure that members performing the functions of a canine team and/or unit have the knowledge, skills, and abilities to provide the canine functions assigned;
  - (5) ensure the ongoing training of members who provide this service; and
  - (6) ensure that the appropriate equipment, consistent with the Ministry's recommended equipment list, is used by / available to members who provide this service.

#### **4.7. Administration and Infrastructure**

**4.7.1. Framework for Business Planning.** It is the policy of the Kingston Police Services Board with respect to business planning that:

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

- (b) this Board, in partnership with the Chief of Police, will consider, when developing the performance objectives, factors such as:
  - (1) the police force's existing and/or previous performance and estimated costs;
  - (2) crime, calls for service, and public disorder analysis and trends and other social, demographic, and economic factors that may impact on the community;
  - (3) the type of performance objectives, indicators, and results being used/achieved in other similar/comparable jurisdictions;
  - (4) the availability of measurements for assessing the success in achieving the performance objectives; and
  - (5) community expectations derived from the consultation process, community satisfaction surveys, and victimization surveys;
- (c) the business plan will include the estimated cost projections for implementing the business plan for each year that the plan covers;
- (d) this Board, in partnership with the Chief of Police, will include in the business plan an information technology plan that:
  - (1) is based on an evaluation of the police force's information technology needs, including its capacity to share information electronically with other agencies, organizations, and community groups;
  - (2) requires the periodic review of key business processes, practices, and related technology to identify possible changes that may reduce the administrative workload of front-line officers; and
  - (3) addresses information technology acquisition, updating, replacement, and training;
- (e) this Board, in partnership with the Chief of Police, will include in the business plan a police facilities plan that, at minimum, ensures that the police force maintains one or more police facilities that are accessible to the public during normal working hours and that also ensures public telecommunications access to a communications centre during all other hours;
- (f) the Chief of Police shall review and report back to the Board, at least once every business cycle, on whether:
  - (1) all police facilities:
    - i. meet or exceed provincial building and fire codes;

- ii. have sufficient space for the efficient organization of offices and equipment;
  - iii. when in use, are adequately heated, ventilated, illuminated, and, where appropriate and practical, air conditioned;
  - iv. have lockers, separate change area (if members are required to change at the workplace), washroom facilities, and, where appropriate and practical, shower facilities; and
  - v. have appropriate security measures and communications;
- (2) members of the police force have available:
- i. appropriate and secure working, records, and equipment storage space; and
  - ii. separate or private areas for interviewing purposes; and
- (3) the police force's lockup facilities meet the following requirements:
- i. the minimum cell size is 7' x 4'6" x 7' high;
  - ii. fire extinguishers are secure and readily available in the lockup area but out of reach of a person in custody;
  - iii. smoke and heat detectors are installed in the lockup area;
  - iv. toilet facilities are provided in each lockup;
  - v. no unsafe conditions exist, including any means of attaching ligatures;
  - vi. first aid equipment, including airway devices for mouth-to-mouth resuscitation, is readily available;
  - vii. lockups are separate from public view;
  - viii. confidential interviews with legal counsel can be accommodated;
  - ix. a proper area for prisoner processing is provided;
  - x. cell keys are in a secure location, and master or duplicate keys are readily available;
  - xi. the area where prisoners are processed and/or searched is well illuminated and secure and has no hazardous conditions present;



- xii. they are compliant with the police force’s policy and procedures with respect to communicable diseases; and
  - xiii. a means of constantly communicating with the main desk area and/or the communications centre is available;
- (g) where it is determined that the police facilities do not meet the requirements in section 4.7.1(f), the Chief of Police shall prepare a plan for the Board that sets out options and costs in order to meet the requirements;
- (h) the Chief of Police will:
  - (1) implement a resource planning methodology that is either automated or manual and takes into account the business plan and existing demands for service; and
  - (2) at least once every business cycle, undertake and report back on workload assessments and service delivery evaluations for the following areas:
    - i. crime prevention;
    - ii. law enforcement, including separate assessments and evaluations for the force’s community patrol, communications and dispatch, crime analysis, criminal intelligence, criminal investigation, and investigative supports functions;
    - iii. providing assistance to victims;
    - iv. public order maintenance; and
    - v. emergency response services for the six functions identified in sections 21(1) and 22 of the Adequacy Standards Regulation; and
- (i) this Board, in partnership with the Chief of Police, will ensure that a process is established, with municipal council if required, for the communication of the business plan to:
  - (1) members of the police force; and
  - (2) members of the public.

**Note:** The Protocol for the Sharing of Information between the Kingston Police Services Board and the City of Kingston is attached as Appendix E.

**4.7.2. Skills Development and Learning.** It is the policy of the Kingston Police Services Board with respect to skills development and learning that the Chief of Police will prepare and review/update at least once every three years a skills development and learning plan that:

- (a) provides an overview of the police force's existing and anticipated future needs in relation to skills development and learning;
- (b) identifies the police force's skills development and learning objectives;
- (c) promotes cost-effective and innovative delivery of skills development and learning, including potential partnerships with other service providers;
- (d) supports coaching or mentoring of new officers;
- (e) ensures the development and maintenance of the knowledge, skills, and abilities of members of the police force consistent with the Adequacy Standards Regulation;
- (f) emphasizes the importance of organizational learning; and
- (g) addresses the responsibility of members for career development and skills development and learning.

**Note:** The Board's Tuition Reimbursement Policy is attached as Appendix H.

**4.7.3. Equal Opportunity, Discrimination, and Workplace Harassment Prevention.** The objective of equal opportunity in the workplace (and discrimination and harassment prevention) is to ensure that the best qualified and motivated persons are selected for employment, promotion, preferred assignments, and career enhancement through lateral transfer. This objective is to be achieved by ensuring that no discriminatory barriers exist in the workplace, that no discriminatory or harassing practices or behaviours exist in the workplace, and that the human rights of employees and potential employees are upheld and respected both in rule and in practice. Furthermore, where discriminatory or harassing acts or behaviours do manifest, they must be effectively investigated and appropriately addressed. To this end, it is the policy of the Kingston Police Services Board with respect to equal opportunity, discrimination, and workplace harassment prevention that the Chief of Police will:

- (a) establish procedures on equal opportunity that are consistent with the principles of the *Police Services Act* and the *Ontario Human Rights Code*, including recruitment, selection, career development, and promotion;
- (b) prepare procedures with respect to workplace harassment and develop and maintain a program to implement the policy, in accordance with the *Occupational Health and Safety Act*;
- (c) establish procedures on responding to and preventing discrimination and harassment in the workplace, including stereotyping;

- (d) ensure that no sexist, racist, or other offensive or derogatory material is displayed in the workplace;
- (e) establish procedures on employment accommodation in accordance with the *Ontario Human Rights Code* and section 47 of the *Police Services Act*; and
- (f) implement an employee performance appraisal system that includes key commitments related to diversity and human rights; and
- (g) ensure that all officers receive training on diversity and human rights.

**Note:** The Kingston Police Services Board Employment Policies are contained within Appendix F.

4.7.4. **Communicable Diseases.** With respect to communicable diseases, the Chief of Police will:

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

4.7.5. **Use of Auxiliaries.** The Board shall review the requirement for a policy in respect of auxiliaries should an auxiliary program ever be adopted.

4.7.6. **Use of Volunteers.** The Kingston Police Community Volunteers shall be funded with a budget as determined in the annual budget process. Included in their budget shall be funding for appreciation events to an annual maximum as approved during the annual budget process, pursuant to the Board Policy Respecting the Disposition of Unclaimed Property in the Possession of the Kingston Police. With respect to the use of the Kingston Police Community Volunteers, the Chief of Police will:

- (a) develop and maintain financial procedures for the operation of the Kingston Police Community Volunteers program;

- (b) develop and maintain procedures that address the use of volunteers by the Kingston Police in accordance with the Adequacy Standards Regulation, including recruitment, screening, training, and supervision; and
- (c) ensure that records are maintained relating to the use of the Kingston Police Community Volunteers and that an annual report comprising a year-end summary of Volunteer activities and a financial report is filed with the Board in April of each year.

**4.7.7. Management of Police Records.** The Kingston Police Services Board *Municipal Freedom of Information and Protection of Privacy Act* and Records Management By-Law is attached as Appendix I.

**4.7.8. Marked Patrol Vehicles.** It is the policy of the Kingston Police Services Board with respect to marked general patrol vehicles that the Chief of Police will:

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

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

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

**4.7.11. Framework for Annual Reporting.** It is the policy of the Kingston Police Services Board with respect to annual reporting that:

- (a) the Chief of Police will prepare an annual report for the Board on the activities of the police force during the previous fiscal year that includes, at minimum, information on:
  - (1) performance objectives and indicators as set out in the business plan and results achieved;
  - (2) public complaints; and

- (3) the actual cost of police services; and
- (b) this Board will maintain a protocol with municipal council that addresses:
  - (1) the responsibility for making the annual report public; and
  - (2) the dates by which the annual report will be made available to the municipal council.

**Note:** The Protocol for the Sharing of Information between the Kingston Police Services Board and the City of Kingston is attached as Appendix E.

**4.7.12. Use of Force.** It is the policy of the Kingston Police Services Board with respect to use of force that:

- (a) this Board, upon receiving a report on the investigation into an injury or death caused by the discharge of a member's firearm, will:
  - (1) review the report and make further inquiries as necessary; and
  - (2) file a copy with the Ministry of Community Safety and Correctional Services, including any additional inquiries of the Board;
- (b) this Board, upon being notified that the Chief of Police has discharged a firearm in the performance of duty, will cause an investigation into the circumstances and file a report on the investigation with the Ministry; and
- (c) the Chief of Police will:
  - (1) ensure that members do not use a weapon other than a firearm, with the exception of those used on another member in the course of a training exercise in accordance with procedures, unless:
    - i. that type of weapon has been approved for use by the Ministry of Community Safety and Correctional Services;
    - ii. the weapon conforms to technical standards established by the Ministry; and
    - iii. the weapon is used in accordance with standards established by the Ministry;
  - (2) ensure that, at a minimum, police officers are:
    - i. issued a handgun that meets the technical specifications set out in the Equipment and Use of Force Regulation;
    - ii. issued oleoresin capsicum aerosol spray;

- iii. issued a baton; and
  - iv. trained in officer safety, communication, handcuffing, and physical control techniques;
- (3) be authorized to issue a conducted energy weapon to police officers who are:
- i. are front-line supervisors;
  - ii. are members of tactical / hostage rescue teams;
  - iii. are members of preliminary perimeter control and containment teams;
  - iv. are former members of the Emergency Response Unit;
  - v. are designated Carbine Operators; or
  - vi. have been recommended for conducted energy weapon issue by the Chief of Police;
- (4) ensure that members do not:
- i. use force on another person unless they have successfully completed a training course on the use of force; or
  - ii. carry a firearm unless they have successfully completed a training course on the use of firearms and are competent in the use of the firearm;
- (5) ensure that:
- i. members who may be required to use force on other persons receive a training course at least once every 12 months on the use of force;
  - ii. members authorized to carry a firearm receive a training course at least once every 12 months on the use of firearms; and
  - iii. members who have been granted additional time (not to exceed 60 days) by the Chief of Police to take a training course on use of force and/or the use of firearms do so within the additional time allotted;
- (6) permit the use of reasonable weapons of opportunity by police officers, when none of the approved options is available or appropriate to defend themselves or members of the public;

- (7) establish procedures consistent with the requirements of the Equipment and Use of Force Regulation;
- (8) immediately cause an investigation to be made where members unintentionally or intentionally discharge their firearm, except on a target range or in the course of weapon maintenance;
- (9) immediately cause an investigation and file a report to this Board where a member, by the discharge of a firearm in the performance of duty, kills or injures another person;
- (10) if ever discharging a firearm in the performance of duty promptly report the matter to this Board;
- (11) ensure that a written record is maintained of the training courses taken by the members of the police force on the use of force and the use of firearms and of any grants of additional time to take such training courses;
- (12) ensure the reporting of the use of force by members in accordance with the Equipment and Use of Force Regulation;
- (13) ensure the ongoing review and evaluation of local use of force procedures, training, and reporting; and
- (14) provide a copy of the police force's annual use of force study to this Board for review and ensure the availability of the study to the community.

4.7.13. **Speed Detection Devices.** It is the policy of the Kingston Police Services Board with respect to speed detection devices that the Chief of Police will:

- (a) ensure the provision of speed detection devices that:
  - (1) comply with the performance specifications as specified by the Ministry;
  - (2) do not exceed  $5\text{mW}/\text{cm}^2$  for the emission safety limits in compliance with Appendix 1 on Occupational Exposure Limits established by Health Canada's Safety Code 6 and adopted by Ontario Ministry of Labour's Health and Safety Guideline Radiofrequency and Microwave Radiation in the Workplace;
  - (3) are tested for accuracy on set-up; and
  - (4) are tested and certified initially by the manufacturer's requirements in accordance with National Highway Traffic Safety Administration standards and tested and certified following any repair/maintenance, with information on tested emission levels and maintenance recorded;

- (b) ensure that members use, maintain, and care for the speed detection devices provided to them in accordance with the standards established by the Ministry;
- (c) ensure that police officers do not:
  - (1) use speed detection devices unless they have successfully completed the required training course(s) delivered by a qualified instructor;
  - (2) have speed detection devices transmitting when not in use; and
  - (3) direct the speed detection devices towards any part of the body, specifically the head and groin areas;
- (d) ensure that, at least every 24 months, every member who may be required to use speed detection devices receives a refresher training course by a qualified instructor that reviews the topics covered in the initial training course, including updates on changes in case law, new technological developments, and/or operating procedures; and
- (e) ensure that police officers receive information regarding the Model Minimum Performance Specifications for Police Traffic Radar Devices DOT HS 808-069, Model Minimum Performance Specifications for Lidar Speed Measurement Devices DOT HS 809239, Health Canada's Safety Code 6, and the OHSA, including the Ontario Ministry of Labour's Health and Safety Guideline Radiofrequency and Microwave Radiation in the Workplace.

4.7.14. **Secure Holster.** It is the policy of the Kingston Police Services Board with respect to secure holsters that the Chief of Police will:

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



**4.7.15. Body Armour Equipment.** It is the policy of the Kingston Police Services Board with respect to body armour equipment that the Chief of Police will:

- (a) ensure the provision of body armour equipment that is constructed to provide the level of protection necessary for the performance of duty that addresses:
  - (1) the type of weapons to which members are likely to be exposed; and
  - (2) protection for members from their own handguns and ammunition, in accordance with prescribed specifications;
- (b) ensure the provision of body armour that is purchased from manufacturers that:
  - (1) practise effective quality control for testing and labelling in accordance with current National Institute of Justice (NIJ) standards/requirements on the ballistic resistance of body armour;
  - (2) are certified under current International Organization for Standardization ISO 9001:2008 standards for production and manufacturing; and
  - (3) ensure that the body armour provided is listed on the NIJ Compliant Products List, including replacement panels and carriers, in accordance with current NIJ standards/requirements;
- (c) ensure that each member uses, maintains, and cares for the body armour provided in accordance with the manufacturer's instructions;
- (d) ensure that a formal and documented inspection program is in place that addresses wear and tear;
- (e) ensure that members receive the appropriate training on the legislative requirements of the *Occupational Health and Safety Act* and information on the use and care, as well as the benefits and limitations, of body armour; and
- (f) consult with designated employee representatives regarding the acquisition of body armour.

**4.7.16. Workplace Violence Prevention.** The objective of workplace violence prevention is to ensure that employees have and feel that they have a safe working environment, both physically and psychologically. Where workplace violence occurs, or the threat of violence exists, it must be effectively investigated and appropriately addressed. To this end, it is the policy of the Kingston Police Services Board with respect to workplace violence prevention that the Chief of Police will:

- (a) prepare procedures with respect to workplace violence and develop and maintain a program to implement the policy, in accordance with the *Occupational Health and Safety Act*;

- (b) establish procedures on responding to and preventing violence in the workplace; and
- (c) ensure that all members receive training on workplace violence prevention.

4.7.17. **Acoustic Hailing Devices.** It is the policy of the Kingston Police Services Board with respect to long-range acoustic hailing devices that:

- (a) acoustic hailing devices will only be used in accordance with procedures that set out the supervisory, operating, reporting, and training requirements for their deployment; and
- (b) Kingston Police procedures regarding the use of acoustic hailing devices will be based on recommendations about the devices in accordance with section 16(1)(c) of the Equipment and Use of Force Regulation under the *Police Services Act*.

#### **4.8. Provincial Counter-Terrorism Plan**

4.8.1. The Board policy respecting the responsibilities of the Chief of Police under any federal or provincial counter-terrorism plan is attached as Appendix J.<sup>114</sup>

## Notes

<sup>1</sup> Section 31(1) of the *Police Services Act* indicates that the board will “generally determine, after consultation with the chief of police, objectives, and priorities with respect to police services in the municipality” and will “establish policies for the effective management of the police force.”

<sup>2</sup> Section 31(1)(e) of the *Police Services Act* requires the Board to direct the chief of police and monitor his or her performance, and Part V of the Act describes the Board’s role when complaints are made about the conduct of a Chief or Deputy Chief or with respect to services offered or policies of the organization.

<sup>3</sup> Section 31(4) of the *Police Services Act* requires that “[t]he 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.” Section 31(1) makes the Board responsible for establishing “policies for the effective management of the police force.”

<sup>4</sup> Section 30(2)(b)(ii) of the Adequacy Standards Regulation requires that the business plan prepared every three years address quantitative and qualitative performance objectives and indicators relating to community satisfaction with police services.

<sup>5</sup> Required by section 32(2) of the Adequacy Standards Regulation.

<sup>6</sup> Required by section 13(2) of the Adequacy Standards Regulation.

<sup>7</sup> Required by section 32(1)(b) of the Adequacy Standards Regulation.

<sup>8</sup> Section 31(1)(c) of the *Police Services Act* indicates that boards shall “establish policies for the effective management of the police force.”

<sup>9</sup> Section 31(1)(b) requires the Board to “generally determine, after consultation with the chief of police, the objectives and priorities with respect to police services in the municipality.”

<sup>10</sup> Section 31(1)(e) of the *Police Services Act* requires the Board to “direct the chief of police and monitor his or her performance.”

<sup>11</sup> Section 31(1)(d) of the *Police Services Act*.

<sup>12</sup> Section 31(1)(j) of the *Police Services Act*.

<sup>13</sup> Section 69(1) of the *Police Services Act*.

<sup>14</sup> Section 31(1)(a) of the *Police Services Act*.

<sup>15</sup> Section 13(6) of Regulation 926, Equipment and Use of Force.

<sup>16</sup> Section 41(1) of the *Police Services Act*: “The duties of a chief of police include: (a) in the case of a municipal police force, administering the police force and overseeing its operations in accordance with the objectives, priorities and policies established by the board under section 31(1).”

<sup>17</sup> Section 31(3) of the *Police Services Act*: “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.”

<sup>18</sup> “Ministry” refers to the provincial ministry responsible for administering the *Police Services Act*, formerly known as the Ministry of the Solicitor General.

<sup>19</sup> Section 31(5) of the *Police Services Act* requires that the “board shall ensure that its members undergo training that the Solicitor General may provide or require.”

<sup>20</sup> See Note 17.

<sup>21</sup> Section 35 of the Adequacy Standards Regulation: “Every board and chief of police shall implement a quality assurance process relating to the delivery of adequate and effective police services, and compliance with the Act and its regulations.”

<sup>22</sup> 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.”

<sup>23</sup> See Note 17.

<sup>24</sup> Ibid.

<sup>25</sup> See Note 16.

<sup>26</sup> Section 35 of the Adequacy Standards 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. There will be situations where the Board wants a disinterested third party to undertake this on its behalf.

<sup>27</sup> In most instances it is expected that a committee of one or more board members will undertake the actual inspection. It is not practical for the Board operating as a whole to conduct an inspection for most of the policies.

<sup>28</sup> *Police Services Act*, section 31(7): “The board may establish guidelines consistent with section 49 for disclosing secondary activities and whether to permit such activities.”

<sup>29</sup> *Police Services Act*, section 41(1)(b).

<sup>30</sup> Section 30(1) of the Adequacy Standards Regulation requires the Board to prepare a business plan at least once every three years.

<sup>31</sup> All real assets are owned and maintained by the City of Kingston.

<sup>32</sup> Adequacy Standards Regulation, section 13(1)(n).

<sup>33</sup> Section 132(2) of the *Police Services Act*.

<sup>34</sup> Section 132(6) of the *Police Services Act*.

<sup>35</sup> Section 134 of the *Police Services Act*.

<sup>36</sup> Section 134(7) of the *Police Services Act* permits the chief of police to dispose of a firearm in another manner if approval is first obtained from the Solicitor General for the method of disposal.

<sup>37</sup> The Board is responsible for the salaries of the Chief and the Deputy Chief under section 31(1)(d) of the *Police Services Act*, and under section 119 of the Act the Board negotiates with any Association representing staff or sworn officers.

<sup>38</sup> Section 31(7) of the *Police Services Act*.

<sup>39</sup> Section 61(2) of the *Police Services Act* indicates that a complaint about the policies of or services provided by a municipal police force shall be referred by the Independent Police Review Director to the municipal chief of police and dealt with under section 63. Section 63(4) of the Act indicates that, upon disposition of the complaint, the chief of police submit a written report to the board and to the Independent Police Review Director respecting the disposition, with reasons.

<sup>40</sup> O.Reg. 673/98, “Conduct and Duties of Police Officers Respecting Investigations by the Special Investigations Unit,” section 11(4).

<sup>41</sup> See sections 13(2)(b) and 13(6) of this regulation.

<sup>42</sup> Adequacy Standards Regulation, section 31.

<sup>43</sup> See section 14 of this regulation.

<sup>44</sup> Required under section 30 of the Adequacy Standards Regulation.

<sup>45</sup> Sections 49(3) and 49(4) of the *Police Services Act*.

<sup>46</sup> It is easy, given the close relationship between municipal staff and Kingston Police staff that is necessary for effective operations, for the governance responsibilities of the Board to be overlooked and forgotten. The Act makes it clear that the Board has clear responsibility for the governance of the police force. Relevant sections of the *Police Services Act* include:

- 4(1): municipality to provide adequate and effective police services in accordance with its needs;
- 4(3): municipality responsible for providing all the infrastructure and administration necessary for such services;
- 4(5): municipality can discharge its responsibility by establishing a force, the members of whom will be appointed by the board;
- 31(1): the board is responsible for the provision of adequate and effective police services in the municipality;
- 31(2): members of the police force are under the board's jurisdiction; and
- 41(2): the chief of police reports to the board and shall obey its lawful orders and directions.

<sup>47</sup> Required by section 41(1)(d) of the *Police Services Act*. The specific requirements with respect to complaints are described in Part V of the PSA.

<sup>48</sup> Required under section 13(2) of the Adequacy Standards Regulation.

<sup>49</sup> Required under section 3 of the Adequacy Standards Regulation.

<sup>50</sup> Required under section 4(3) of the Adequacy Standards Regulation.

<sup>51</sup> Required under section 6(3)(a) of the Adequacy Standards Regulation.

<sup>52</sup> Required under section 5(6) of the Adequacy Standards Regulation.

<sup>53</sup> Required under section 6(1)(a) of the Adequacy Standards Regulation.

<sup>54</sup> Required under section 6(1)(b) of the Adequacy Standards Regulation.

<sup>55</sup> Required under section 8 of the Adequacy Standards Regulation.

<sup>56</sup> Required under section 10(a) of the Adequacy Standards Regulation.

<sup>57</sup> Required under section 12(1) of the Adequacy Standards Regulation.

<sup>58</sup> Required under section 11(1)(a) of the Adequacy Standards Regulation.

<sup>59</sup> Required under section 11(1)(b) of the Adequacy Standards Regulation.

<sup>60</sup> Required under section 11(1)(c) of the Adequacy Standards Regulation.

<sup>61</sup> Required under section 11(1)(d) of the Adequacy Standards Regulation.

<sup>62</sup> Required under section 11(1)(e) of the Adequacy Standards Regulation.

- <sup>63</sup> Required under section 11(l)(f) of the Adequacy Standards Regulation.
- <sup>64</sup> Required under section 12(1) of the Adequacy Standards Regulation.
- <sup>65</sup> Required under section 12(2) of the Adequacy Standards Regulation.
- <sup>66</sup> Required under section 13(1) of the Adequacy Standards Regulation.
- <sup>67</sup> Required under section 14(1)(a) of the Adequacy Standards Regulation.
- <sup>68</sup> Required under section 14(2) of the Adequacy Standards Regulation.
- <sup>69</sup> Required under section 14(2)(a) of the Adequacy Standards Regulation.
- <sup>70</sup> Required under section 14(2)(b) of the Adequacy Standards Regulation.
- <sup>71</sup> Required under section 14(l)(b) of the Adequacy Standards Regulation.
- <sup>72</sup> Required under section 14(1)(c) of the Adequacy Standards Regulation.
- <sup>73</sup> Required under section 15 of the Adequacy Standards Regulation.
- <sup>74</sup> Required under section 16(a) of the Adequacy Standards Regulation.
- <sup>75</sup> Required under section 16(b) of the Adequacy Standards Regulation.
- <sup>76</sup> Required under section 17(a) of the Adequacy Standards Regulation.
- <sup>77</sup> Section 17(b) of the Adequacy Standards Regulation requires that the role of members of the police force be set out.
- <sup>78</sup> Required under section 19(1) of the Adequacy Standards Regulation.
- <sup>79</sup> Required under section 20 of the Adequacy Standards Regulation.
- <sup>80</sup> Required under section 22(1) of the Adequacy Standards Regulation.
- <sup>81</sup> Required under section 22(2) of the Adequacy Standards Regulation.
- <sup>82</sup> Required under section 22(3) of the Adequacy Standards Regulation.
- <sup>83</sup> Required under section 25(2) of the Adequacy Standards Regulation.
- <sup>84</sup> Required under section 25(2)(b) of the Adequacy Standards Regulation.
- <sup>85</sup> Required under section 25(2)(b) of the Adequacy Standards Regulation.
- <sup>86</sup> Required under section 25(3) of the Adequacy Standards Regulation.
- <sup>87</sup> Required under section 26(1) of the Adequacy Standards Regulation.
- <sup>88</sup> Section 26(2) of the Adequacy Standards Regulation indicates that the Chief of police may adopt the municipality's emergency plan as the police force's emergency plan if it addresses the role and duties of the police force during an emergency and the procedures to be followed by members of the police force during an emergency.
- <sup>89</sup> Required under section 27(a) of the Adequacy Standards Regulation.
- <sup>90</sup> Section 27(b) indicates that every chief of police shall promote, through partnerships with other emergency service providers and volunteer groups, the coordination of ground search services in the municipality served by the police force.
- <sup>91</sup> Required under section 28 of the Adequacy Standards Regulation.

<sup>92</sup> Principle 6 of section 1 of the *Police Services Act*.

<sup>93</sup> Section 31(1)(a) of the *Police Services Act* requires that the Board “appoint the members of the municipal police force”; section 51(1) permits the chief to appoint police cadets with the Board’s approval; section 52(1) addresses the appointment of auxiliary members; and section 53(1) addresses the appointment of special constables.

<sup>94</sup> Section 44(1)(3) of the *Police Services Act*.

<sup>95</sup> Section 47 of the *Police Services Act* addresses the discharge of a member who has become mentally or physically disabled.

<sup>96</sup> Required under section 9(4) of the Adequacy Standards Regulation.

<sup>97</sup> Required under section 16(c) of the Adequacy Standards Regulation.

<sup>98</sup> Required under section 10(c) of the Adequacy Standards Regulation.

<sup>99</sup> Required under section 24(2) of the Adequacy Standards Regulation.

<sup>100</sup> Required under section 9(4) of the Adequacy Standards Regulation.

<sup>101</sup> Required under section 6(3)(b) of the Adequacy Standards Regulation.

<sup>102</sup> Required under section 14(3) of the Adequacy Standards Regulation.

<sup>103</sup> Required under section 11(2) of the Adequacy Standards Regulation.

<sup>104</sup> Required under section 14(4) of the Adequacy Standards Regulation.

<sup>105</sup> Required under section 19(3) of the Adequacy Standards Regulation.

<sup>106</sup> Required under section 25(1) of the Adequacy Standards Regulation.

<sup>107</sup> Principle 5 of section 1 of the *Police Services Act*.

<sup>108</sup> Required under section 11(4) of the Adequacy Standards Regulation.

<sup>109</sup> Principle 1 of section 1 of the *Police Services Act*.

<sup>110</sup> Principle 6 of section 1 of the *Police Services Act*.

<sup>111</sup> Principle 2 of section 1 of the *Police Services Act*.

<sup>112</sup> Section 4(2) of the *Police Services Act* defines adequate and effective police services, including, at a minimum, these five service areas.

<sup>113</sup> Principle 4 of section 1 of the *Police Services Act*.

<sup>114</sup> Required under section 29 of the Adequacy Standards Regulation.