

Date	Received From	Organization	Subject Line	Brief description
Apr 29	D Smithson	OAPSB – Zone 2	Presentation from Fridays OAPSB Zone 2 meeting	Presentation on Crisis Communication
May 2	R Teschner	Office of the Inspector General of Policing	Ceremony of Remembrance message from the IG	Note regarding Ontario's annual Celebration of Remembrance for fallen officers.
May 9	D Smithson	OAPSB Zone 2	Minutes OAPSB Zone 2 250425	Minutes of the OAPSB Zone 2 of Apr 25, 2025
May 9	D Smithson	OAPSB Zone 2 update	OAPSB Zone 2 update	OAPSB strategic actions for 2025/2026, including rebranding and communications planning. NOTE: proposed training schedule for PSB Board members
May 26	R Teschner	Office of the Inspector General of Policing	Inspector General Memorandum-Public Order Unit Findings Report	Report on findings of investigation into the current state of public order policing and resulting recommendations
Jun 2	R Teschner	Office of the Inspector General of Policing	Insp Gen presentation at Zone Meeting	Materials from presentations given by the IG at OAPSB zone meetings, summarizing: <ul style="list-style-type: none"> • Complaints received • Centre of Excellence
Jun 20	D Smithson	OAPSB Zone 2	OAPSB report for Zone 2 members	Report from OAPSB. Note name change to <i>Police Governance Ontario</i>.
Jul 14	D Smithson	OAPSB Zone 2	Minutes OAPSB Zone 2 250620	Minutes of the OAPSB Zone 2 of June 20, 2025
Jul 15	R Teschner	Office of the Inspector General of Policing	Inspector General Memo #6: Release of the Inspector General of Policing 2024 Annual Report	Annual Report for 2024/2025 year.
Jul 17	D Smithson	OAPSB Zone 2	Insp. Gen. Presentation materials for next OAPSB meeting	Includes information on Public Complaints procedures.

6 Business

6.1 2025 Q2 report

Attached – 2025 Q1 Report

6.2 Report from the Station

6.3 Safer Municipalities Act

Attached: Explainer note from Gowling WLG

6.4 Police Service Board structure and membership

Extract from CSPA (section 31):

Name

31 (1) *A municipal board shall be known as (insert name of municipality) Police Service Board and may also be known as Commission de service de police de (insert name of municipality).*

Number of board members

(2) *The municipal board shall be composed of five members unless the municipality passes a resolution to change the number of members under subsection (3).*

Resolution to determine board size

(3) *The municipality may determine, by resolution, that its municipal board shall be composed of five, seven or nine members.*

Five-member boards

(4) *A municipal board that is composed of five members shall consist of,*

- (a)** *the head of the municipal council or, if the head chooses not to be or is ineligible to be a member of the board, another member of the municipal council appointed by resolution of the municipality;*
- (b)** *one member of the municipal council appointed by resolution of the municipality;*
- (c)** *one person appointed by resolution of the municipality, who is neither a member of the municipal council nor an employee of the municipality; and*
- (d)** *two persons appointed by the Lieutenant Governor in Council.*

6.5 Municipal Police Service Board Diversity Plan

Attached: Example policies:

- City of Ottawa
- City of Toronto
- Region of Peel

6.6 Implementation of Community Safety and Policing Act requirements

6.7 Hiring process for new Police Chief

6.8 Annual Police Gala

7 Adjournment

Resolution 5

MOVED BY:

SECONDED BY:

BE IT RESOLVED THAT THE Deep River Police Service Board hereby adjourns
this Regular meeting at _____.



MINUTES
Deep River Police Service Board
April 24th, 2025 – 5:00 pm
Town Hall



Attendance

Present:	Suzanne D'Eon	Board Chair	SDE
	Tracy Russell	Provincial Board Member	TR
	Dean Duchrow	Chief of Police	DD
	Christian Kaiser	Board Secretary	CK
Regrets	Kelly Lapping	Community Member	KL

1 Call to Order

Chair D'eon called the meeting to order at 5:06pm.

2 Confirmation of Agenda

Resolution 1 MOVED BY: Tracy Russell
 SECONDED BY: Suzanne D'Eon

BE IT RESOLVED THAT the agenda for the meeting of April 24th, 2025 be approved as amended.

CARRIED

Agenda amended to include:

- 5.2 Surplus budget allocation
- 5.3 Board Chair role

3 Declarations of Pecuniary Interest

There were no declarations of pecuniary interest by any member of the Board.

4 Minutes of Previous Meetings

4.1 Minutes from the Regular meeting of January 27, 2025

Resolution 2 MOVED BY: Suzanne D'Eon
 SECONDED BY: Tracy Russell

BE IT RESOLVED THAT the minutes from the Regular Meeting of January 27, 2025 be approved as presented.

CARRIED

5 Correspondence and New Business

5.1 Correspondence received since the last meeting

Resolution 3

MOVED BY: Tracy Russell
SECONDED BY: Suzanne D'Eon

BE IT RESOLVED THAT the items of correspondence as listed below be received.

CARRIED

5.2 Allocation of budget surplus

The Board discussed the potential use of any surplus funds resulting from the Police Service Board to support police service projects. Discussion on projected surplus and specific spending projects will be held in October.

5.3 Board Chair role

The Board agreed that the Chair role be rotated during the year to account for the increased workload.

Resolution 4 MOVED BY: Suzanne D'Eon
SECONDED BY: Tracy Russell

BE IT RESOLVED THAT Tracy Russell be elected as Board Chair for the remainder of the 2025 calendar year.

CARRIED

6 Business

6.1 2024 Annual Police Services Report

The Chief presented the Annual Report for 2024.

Resolution 5 MOVED BY: Tracy Russell
 SECONDED BY: Suzanne D'Eon

BE IT RESOLVED THAT the Board receives the 2024 Annual Police Services Report.

CARRIED

6.2 2024 Annual Missing Persons Report

The Chief presented the Annual Missing Persons Report for 2024.

Resolution 6

MOVED BY: Tracy Russell

SECONDED BY: Suzanne D'Eon

BE IT RESOLVED THAT the Board receives the 2024 Annual Missing Persons Report and directs the Chief to publish the Report on the Police Service website.

CARRIED

6.3 2025 Q1 report

The Chief presented the 2025 Quarter 1 report

Resolution 7

MOVED BY: Suzanne D'Eon

SECONDED BY: Tracy Russell

BE IT RESOLVED THAT the Board receives the 2025 Quarter 1 Report.

CARRIED

6.4 Report from the Station

The Chief presented notable items, including:

- The DRPS was featured in Blue Line magazine (Canada's Law Enforcement magazine) as part of their "best Dressed vehicle series.
- Ongoing collaboration with DRDH and NRLTC on emergency planning
- DD attended the Small Service Police Chief's Conference and reported that most small police services are experiencing similar challenges with rising costs.
- Cst M Brela has been appointed as DRPS's Traffic Management Officer.

6.5 RIDE Grant Transfer Payment Agreement

The Board reviewed and approved the RIDE Grant Transfer Payment Agreement for the 2024/2025 year.

Resolution 8

MOVED BY: Tracy Russell

SECONDED BY: Suzanne D'Eon

BE IT RESOLVED THAT the Board approve entering into a transfer payment agreement with the Province of Ontario for the 2024/2025 RIDE grant.

CARRIED

6.6 Responsibility and Solutions for Crossing Guard Service Improvement

The Chief and Board Secretary provided the Board an update on the current efforts to increase crossing guard capacity.

6.7 Implementation of Community Safety and Policing Act requirements

The Board discussed the general review process to be followed for Board policies, and how these related to the Police Service Procedures.

The Chief discussed his progress on reviewing and implementing updated Police Service procedures.

7 IN CAMERA Meeting

Resolution 9

MOVED BY: Suzanne D'Eon

SECONDED BY: Tracy Russell

WHEREAS the Community Safety and Policing Act, 2019, Sections 44(2) and 44(3), provides that a meeting to discuss such matters may exclude the public, **NOW THEREFORE BE IT RESOLVED THAT** this meeting of the Deep River Police Service Board is hereby closed to the public, the Board having determined that this action is in the public interest and in accordance with the applicable statute, to address a matter in accordance with Section 44(2) of the Community Safety and Policing Act, 2019 pertaining to:

44 (2) The meeting or part of the meeting may be closed to the public if the subject matter being considered is....

(b) personal matters about an identifiable individual, including members of the police service or any other employees of the board;

(d) labour relations or employee negotiations;

7.1 IDENTIFIABLE INDIVIDUALS / LABOUR RELATIONS: Chief of Police contract

The Board moved In Camera at 7:22pm

The Board adjourned from In Camera at 7:44pm

8 Business Arising from IN-CAMERA

No business arose from the In Camera portion of the meeting.

9 Adjournment

Resolution 10

MOVED BY: Suzanne D'Eon

SECONDED BY: Tracy Russell

BE IT RESOLVED THAT THE Deep River Police Service Board hereby adjourns
this Regular meeting at 7:46pm

Tracy Russell, Chair

Christian Kaiser, Secretary

Christian Kaiser

From: Diane Smithson <dsmithson@carletonplace.ca>
Sent: April 29, 2025 06:01 PM
To: Diane Smithson
Subject: Presentation from Friday's OAPSB Zone 2 Meeting
Attachments: Participants shared_Crisis Communications PPT_PSB ZONE 2_25APR25.pdf

Good afternoon

Attached please find the Crisis Communications presentation from Friday's OAPSB Zone 2 meeting held in Kingston. Please share this presentation with the respective members of your Police Service Boards / Detachment Boards? Thank you

Have a nice evening!

Diane Smithson, (she/her) B. Comm, Dipl.M.M., CMO
Chief Administrative Officer
Town of Carleton Place
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Carleton Place, ON K7C 2V8
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Fax: 613-257-8170
Website: www.carletonplace.ca

Sign up for the Town's e-newsletter CP Scoop: www.carletonplace.ca/cpscoop

New Town Hall hours are as follows:

Mondays	8:00 am - 4:30 pm
Tuesdays	8:00 am - 6:00 pm
Wednesdays	8:00 am - 4:30 pm
Thursdays	8:00 am - 4:30 pm
Fridays	8:00 am - 12:00 noon



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Intro slide



Lead-in slide

WHAT IS A CRISIS?

Definition

An Event, Issue or Situation

- Sense of Urgency Requiring Attention and Action
- Serious Consequences to Public Safety, Reputation, Financial or Stability



WHAT IS A CRISIS

a crisis is any event, issue or situation that is or is expected to lead to an unstable and dangerous situation affecting an individual, group, community, or whole society.

TYPES OF CRISES

Sudden vs Smoldering

SUDDEN crisis happens unexpectedly and requires an immediate response.

SMOLDERING crisis develops slowly and can fester over time. Sometimes they go away on their own – but highly unlikely. In fact, these situations/events/issues can evolve into a full crisis if not addressed.

Examples of a Sudden Crisis

- Natural Disaster: Tornado, Earthquake, Flood, Wildfire
- Public/Global: Pandemic, Outbreak, Terrorist Attack
- Organizational: Data Breach, Cyber Attack, Workplace Violence/Harassment

Examples of a Smoldering Crisis

- Slow-burn PR Issue Due to Unresolved Matter: Customer Complaints
- Environmental Damage Due to Corporate Practices/Policies: Pollution
- Long-term Financial Mismanagement: Bankruptcy

There are two types of Crises:

A SUDDEN crisis happens unexpectedly and requires an immediate response

A SMOLDERING crisis develops slowly and can fester over time. Sometimes they go away on their own – but highly unlikely. In fact, these situations/events/issues can evolve into a full crisis if not addressed.



PUBLIC PERCEPTION presents an additional challenge in crisis management. Sometimes an issue becomes a crisis simply because the public, media, or key stakeholders perceives it that way.

A crisis is defined not only by the event itself, but how it is experienced, managed and understood. That is why crisis management is so important and having a clear and well-laid out crisis communication plan in place can make all the difference in how a situation is perceived and resolved.



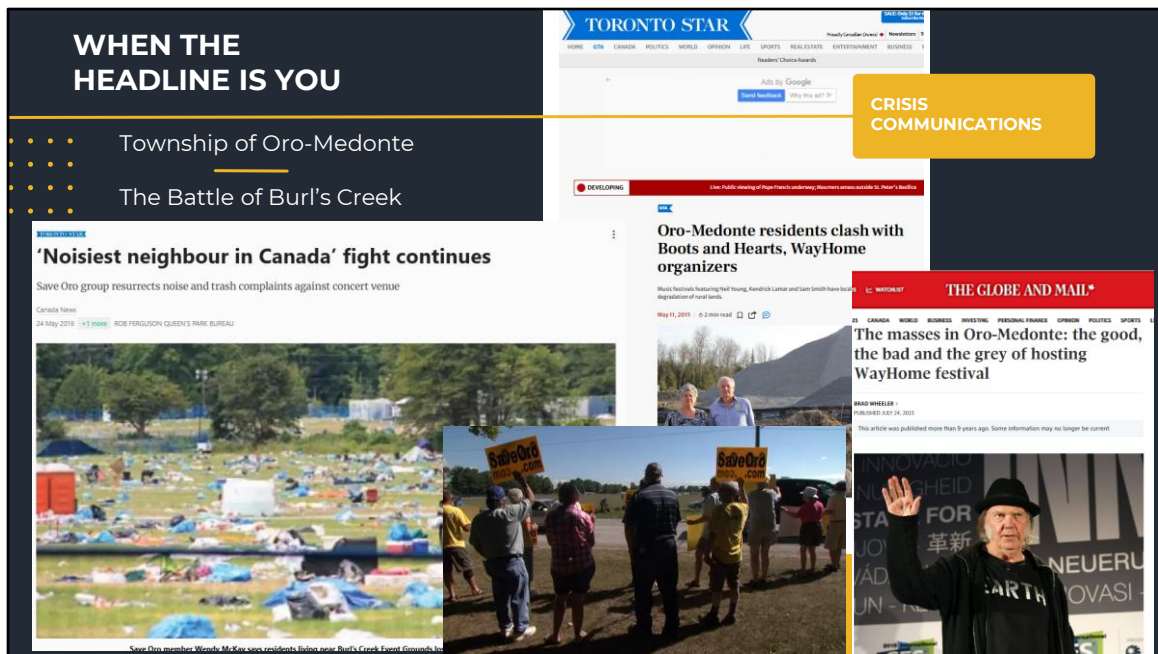
CRISIS MANAGEMENT

"It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently."

WARREN BUFFETT

Why Crisis Management is so important:

- People remember how a crisis was handled longer than the details of the crisis
- Long term damage to an organization can happen before and after a crisis
- The longer a crisis continues, the more important clear and consistent communication becomes
- News and social media has significant long-term impact on public perception and organizational reputation



Example of a Smoldering Crisis

For the Township of OM – this went from a local issue to a major crisis within months and it lasted for years... people are still talking about it and it hasn't been forgotten.

This was a defining moment in my communications career that deepened my understanding of how quickly issues can evolve into crises. It reinforced key lessons in crisis management.

Today, Burl's Creek operates as Canada's largest outdoor event venue accommodating over 100,000 attendees. While the major legal battles have subsided, the situation remains a notable example of how a 'smoldering' issue can evolve into a full-blown crisis highlighting the importance of proactive and strategic crisis communications.

WHEN THE HEADLINE IS YOU

CRISIS
COMMUNICATIONS



Some fishermen on the ice floe were picked up by a rescue boat. The boat was able to climb up on the ice, allowing the men to clamber aboard safely.
Steve T. photo

Example of a ‘sudden’ crisis that was a direct result of public perception

What started as a feel-good news story quickly spiraled into a crisis communications issue when public perception shifted from a heroic rescue of fishermen stranded on ice to questioning the strain placed on emergency response services due to a preventable situation.

In this situation, Oro-Medonte council quickly stepped in to address the financial impact of the rescue that was specifically associated with the OM Fire and Emergency services. Council emphasized public accountability by disclosing the rescue costs of \$5000 and requiring the fishermen to pay \$200 each as a fine . This demonstrated the 3 Cs in communications planning: Concern – Control – Commitment

Whether communicating internally or externally, it’s important to let your audience- people know you are concerned about the situation and the people affected by the incident.

- (CONCERN) Show compassion and empathy in your communications.
- (CONTROL) Outline the plan you’ve put in place – show how your

organization is in control and doing everything possible to address the problem.

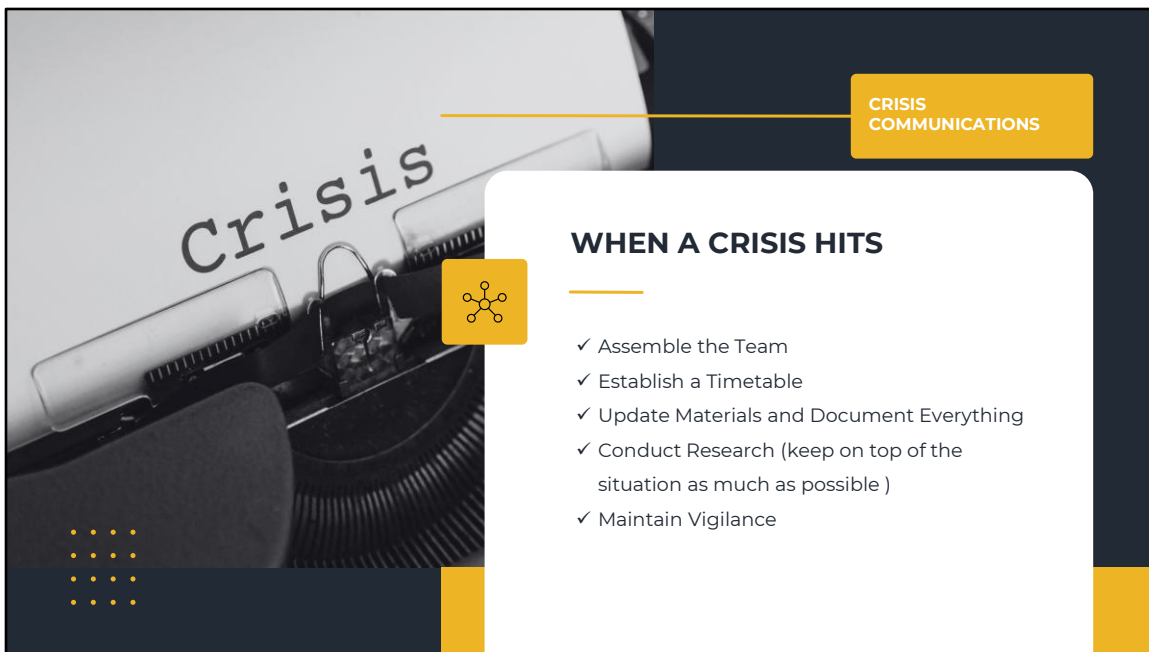
- (COMMITMENT) Demonstrate your commitment to resolving the issue, and, most importantly, how you plan to prevent it from happening again.

In this case The township demonstrated effective crisis communications by showing care through empathy and understanding for the rescued individuals while also taking control of the narrative by clearly outlining the facts and financial impact. We reinforced our commitment to resolving the issue by implementing a fair consequence a \$200 fine to protect public resources and promote responsible behaviour moving forward.



Tips for effective crisis planning – plan proactively

- You should already have a crisis protocol in place. Make sure it's reviewed and updated at least twice a year. Everyone in your senior leadership team and communications function should have a copy. It's a living document which should be updated regularly.
- Never underestimate. Always prepare for the worst.
- Have clearly defined roles and responsibilities:
- Regularly run an analysis and scenario planning session looking at the potential controlled and uncontrolled crises. Think about everything that could and might happen - it doesn't matter how far fetched
- Have an up-to-date file with key messages, holding statements, and basic organizational information.



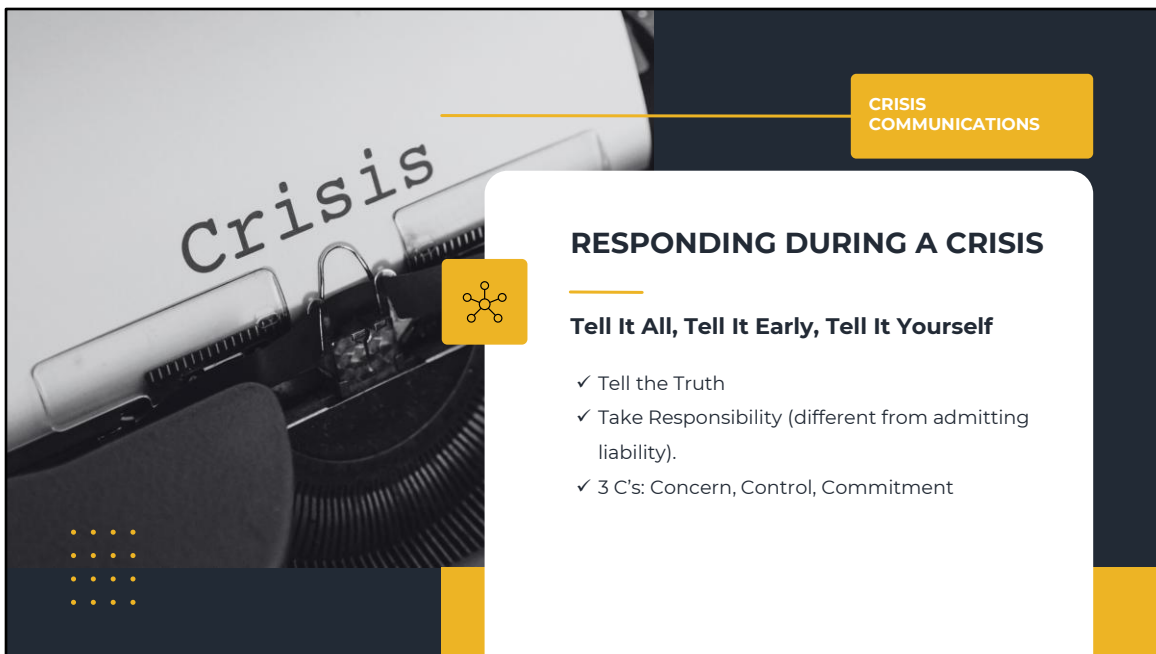
CRISIS COMMUNICATIONS

WHEN A CRISIS HITS

- ✓ Assemble the Team
- ✓ Establish a Timetable
- ✓ Update Materials and Document Everything
- ✓ Conduct Research (keep on top of the situation as much as possible)
- ✓ Maintain Vigilance

When a crisis happens be sure to assemble the team,
establish a timeline --- be sure to give regular updates and document
everything conduct research throughout the entire situation as much as
possible,

STAY ALERT AND AWARE



WHEN RESPONDING TO A CRISIS:

- Tell it all. If you don't take the lead in telling your story openly and candidly from the outside you risk losing control of the narrative. Establishing your voice early is essential to maintaining credibility and TRUST – and staying ahead of the message
- Tell it early. The first 30 minutes sets the tone. If you don't tell your story, your critics/public or the media will do it for you, and they're likely to get it wrong.
- Tell it yourself. Select the appropriate spokesperson, tell the truth and take responsibility, be sure to show the 3 C's – concern, control commitment. Show that you care, that you are in control of the situation and addressing the matter and your commitment to resolving the issue.

WHAT TO COMMUNICATE

REGRET
REPAY
REFORM
RESPONSIBILITY

4 Rs



Examples of what to communicate in a crisis: the four Rs: regret – repay - reform - responsibility

REGRET – statement: we deeply regret this happened we're going to take care of anyone hurt by this

REPAY – statement: we are going to take care of everyone impacted by this

REFORM – statement: we are going to do whatever we can to ensure it doesn't happen again

RESPONSIBILITY – statement: we take full responsibility (if at fault), and if you are not liable, say something along the lines of... we take accountability for how this may have impacted everyone involved and we are committed to addressing your concerns and improving moving forward.

Even if you do not have all the facts, these can be some initial statements that you can go out with.

BEST PRACTICES

Keep Control with
Bridging Techniques

Avoid Common Traps

What If???

This incident has had a profound impact on our organization and staff OR on our community.

We understand there are many questions, however there is a legislated OR legal process regarding this incident conducted by the (legal agency) that our organization must adhere to.

[Organization name] is fully cooperating with the [agency], as such we are unable to make a public statement on this incident. At this time, our thoughts are with those impacted by this incident/tragedy.

When you are ready to communicate be sure to use a credible spokesperson that the public will want to hear from. In times of crisis, people typically want to hear directly from the head of the organization, or service to deliver a statement on behalf of the organization/service.

When delivering your message, remember your non-verbals, such as your surroundings - attire, body language, and background.

BRIDGING TECHNIQUES

Bridging techniques are used to retain control of an interview/messaging. Verbal bridges allow an interviewee to steer a reporter back to relevant topics and move away from controversial or unflattering topics.

Key bridging phrases are as follows:

What's most important is ...

The real issue here is ...

That's not necessarily my area of expertise, but ...

Let me just add that ...
Let me answer you by saying that ...
That's an important point because ...
What that means is ...

Answer questions briefly then bridge back to your message

Avoid common traps

- don't repeat the reporter's words: the question won't appear in the final version but your answer will
- don't lose your cool, a reporter may play devil's advocate just to get a colourful response but always get the last word
- there is no such thing as off the record - if you don't want something reported, don't tell the reporter
- don't be led into hypothetical situations, if the reporter says, "assume that ... or "what if ...". Respond with, "I can't speculate on an unknown, however what I can tell you is ... and restate your message

What IF....

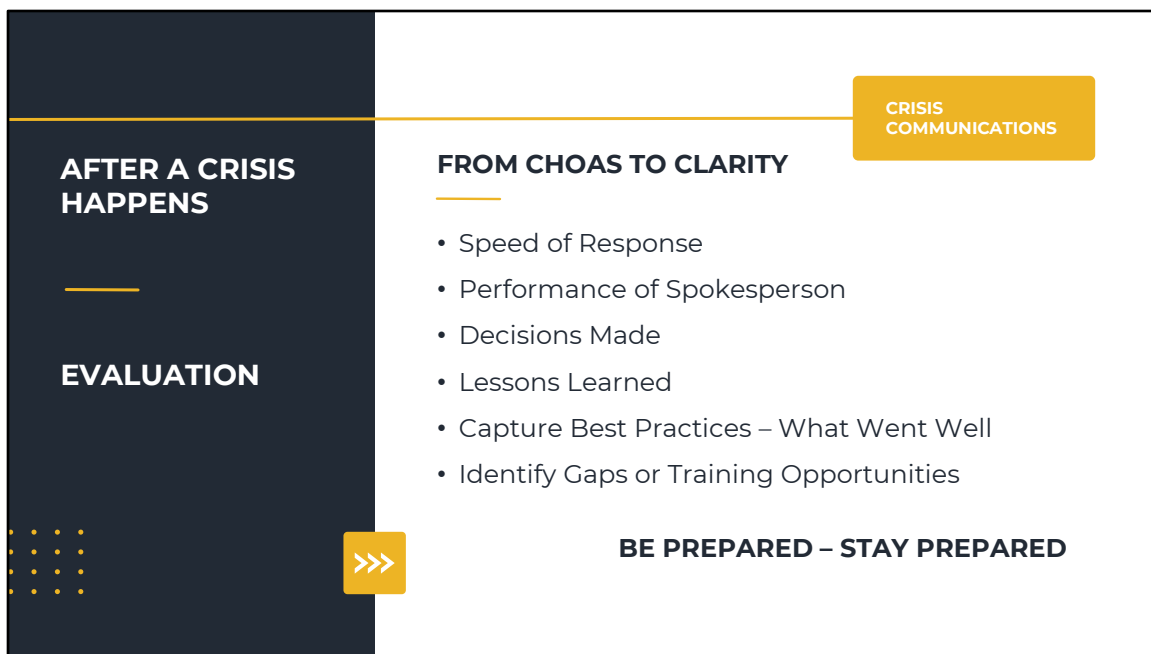
What if you don't know the answer, reply by stating "I don't know but I can look into it and get back to you."

What if the answer is confidential? Explain that confidentiality rules must be respected, so you cannot directly address the issue at hand. If it's relevant to the situation, consider adding, "We would just like to assure people that we're doing everything we can to help the appropriate authorities resolve this issue."

Sample message of a statement that can be released if information is confidential or has legal implications.

This incident has had a profound impact on our organization and staff OR on our community. We understand there are many questions, however there is a legislated OR legal process regarding this incident conducted by the (legal agency) that our organization must adhere to. [Organization name] is fully cooperating with the [agency], as such we are unable to make a public statement on this incident. At this time our thoughts are with those impacted by this incident/ tragedy.

What if you are asked for your personal opinion - Avoid offering personal opinion and focus on facts or the goals/vision of the organization.



From Chaos to Clarity

Once the crisis has been dealt with, it's crucial to ensure you take the time to **evaluate your communications plan**. This is the basis to learn from the crisis and to be better equipped for future events.

Examples of a criteria you might use to evaluate the various aspects of a crisis communications plan is to evaluate the following:

- Speed of response – identify any bottlenecks to getting information out in a timely way.
- Performance of spokesperson – did they stay on message? Remain calm? Inspired confidence?
- Decisions made – did the decisions the organization/service make during the crisis improve the situation, or exacerbate things?

Identify lessons learned by considering what were the major challenges and how did you adapt...

- Be sure to capture best practices and highlight actions that delivered positive results

- Document the processes that worked well and then look for opportunities for improvements
- Identify if there are gaps in organizational processes or if specific training is required.

Be sure to update protocols and review your crisis communications management plan on a regular basis.

It's all about staying prepared for whatever comes your way.

Samah Othman

Corporate Communications Coordinator
South Simcoe Police



CRISIS
COMMUNICATIONS

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May 2, 2025

Dear Chiefs of Police and Board Chairs,

On behalf of the Inspectorate of Policing, I want to recognize the dedication of those who serve in Ontario's police services as we remember the province's fallen officers this weekend at the annual Ontario Police Memorial Foundation Ceremony of Remembrance.

Each year, this ceremony serves as a reminder of the ongoing risks your officers face each day and the profound impact their commitment has on the well-being and safety of Ontario's communities. We honour the officers who have made the ultimate sacrifice in the line of duty, the families who mourn their loss, and the colleagues who continue to serve with unwavering commitment.

Thank you for your continued leadership and service to your community.

Sincerely,

Ryan Teschner

Inspector General of Policing of Ontario

**ONTARIO ASSOCIATION OF POLICE SERVICES BOARDS (OAPSB)
ZONE 2 – EASTERN ONTARIO REGION MEETING**

MINUTES

A meeting of the OAPSB Zone 2 was held on Friday, April 25, 2025 at 9:30 a.m. at the Kingston Police Headquarters hosted by the Kingston Police Service Board.

PRESENT

There was a total of 34 people in attendance, 30 of them were members of the OAPSB Zone 2 representing 16 separate Zone 2 Police Service Boards and Detachment Boards. Attached please find a copy of the registration list that was circulated at the meeting.

VISITORS

Samah Othman, Corporate Communications Coordinator, South Simcoe Police Service
Chief Scott Fraser, Kingston Police Service
Lisa Darling, Executive Director, OAPSB
Graham Wight, Police Services Advisor, Inspectorate of Policing

1. Meeting Call to Order

In the absence of Chairperson Dena Comley who sent her regrets, Vice-Chair Ed McPherson called the meeting to order at 9:30 a.m.

2. Welcome Remarks

Vice-Chair McPherson welcomed everyone and thanked the Kingston Police Service Board (PSB) for hosting the meeting and Lorie Sargeant, Board Administrator for all her work in organizing the meeting.

He then introduced Deputy Mayor Connie Glenn who welcomed everyone to Kingston on behalf of Council. She commented on how collaboration is important as are transparent relationships between the Board, Police and the community. She hoped everyone enjoyed Kingston and thanked the members for the work that they do on behalf of their communities.

3. Approval of Agenda

**Moved by Denzil Ferguson, Lanark County
Seconded by Connie Tabbert, South Ottawa Valley
THAT the agenda be approved as circulated and read.**

CARRIED

4. Approval of the Minutes

**Moved by Gail MacAllister, Kingston
Seconded by Denzil Ferguson, Lanark County**

THAT the minutes of the OAPSB Zone 2 meeting held in Ottawa hosted by the Ottawa Police Service Board on Friday, November 29, 2024 be approved as circulated.

CARRIED

5. Business Arising from the Minutes

None

6. Secretary-Treasurer's Financial Report

Diane Smithson, Secretary-Treasurer provided a summary of the financial statement indicating a bank balance of \$3,690.63 to April 24, 2025. The Treasurer circulated a copy of the financial statement outlining the revenues and expenses that had transpired since the last report.

Moved by Rob Bowes, Lanark County

Seconded by Janet Harnden, Belleville

THAT the financial report to April 24, 2025 showing a bank balance of \$3,690.63 be approved as presented by the Secretary-Treasurer.

CARRIED

7. Updates

a. Graham Wight, Inspectorate of Policing, Police Services Advisor

Mr. Wight provided the following updates:

- The Inspectorate of Policing (IoP) will begin to ensure compliance with policies under the Community Safety and Policing Act i.e. business plans / strategic plans
- He will be covering Eastern Ontario and the Greater Toronto area for a while
- 675 public complaints have been received since April 1, 2024 with greater than 2,000 complaints being received since the convoy in Ottawa
- The IoP is working with some police services to determine what an inspection on response times would entail
- The IoP has released its Strategic Plan
- A concept of policing across the province is being worked on i.e. who is doing what, the # of officers, qualifications, what happens where, etc.
- ½ of IoP staff are data collection staff with information being released on its website
- A legislative change under Section 19 was made with respect to requests for assistance
- Critical Points Policy to solidify who does what in a crisis is outlined in a memo making recommendations on the Public Order Inquiry about the Ottawa Convoy
- With respect to Detachment Boards, they should hear from their Detachment Commander about events, issues ongoing, communications, etc. Graham will forward any memos for distribution

- With regard to the Inspection program, they will be reviewing dispatch and response time though there is no timeframe as to when inspections will occur
- Adequate and Effective Policing and the Policing Standards Manual set minimum standards for policing. The Inspector General wants to go further than minimum standards. Generally Applicable Standards need to be developed by each Police Service which must take into account the needs of the community and best practices so that police services know how to apply policing functions to specific communities
- In terms of assessing Adequate and Effective Policing, the IoP will be looking for data / evidence and the quality of local relationships
- Dave Preston, a consultant has developed a Core Policy set that can be used as a starting point for Boards to use

After Mr. Wight had provided his update, an opportunity was provided for members to ask questions. After all questions had been addressed, Vice-Chair McPherson thanked Mr. Wight for his update.

b. Lisa Darling, OAPSB Executive Director

Ms. Darling provided the following updates:

- The OAPSB has been invited to many meetings with the Ontario Association of Chiefs of Police (OACP) and the Policing Association of Ontario (POA)
- The Transfer Payment Agreement (TPA) entered into with the Province in February 2023 for the OAPSB to provide training to get ready for the CSPA has ended. The OAPSB is seeking another TPA with the Province for training
- The OAPSB's new rate structure is in place. They are status quo with the current staffing
- The OAPSB membership is comprised of 53 OPP Detachment Boards, 42 Municipal Boards and 9 First Nation Boards
- The OAPSB is rebranding which will include a name change, website changes, etc. with the new logo and name to be presented at the Annual General Meeting
- The OAPSB has a new communications plan which encompasses website & technology, partnerships, staffing and four newsletters per year. The membership portion of the website is operational in nature
- The OAPSB is working to strengthen the Zones and has created a Committee of Zone representatives
- In terms of the new training plan, the first two (2) courses have been developed with a total of 17 courses being identified. A detailed update will be provided at the annual conference. The courses have been categorized as Mandatory, Board Operations, All Board Members and Specialized Training
- Reviewed additional 2025 projects which include:
 - Webinar series in partnership with the Canadian Association of Police Governance (CAPG)
 - Recruitment initiative – looking to create one (1) application process for all police services to make it easier for individuals wanting to become a police officer
 - WSIB White Paper

- Better Bargaining Outcomes which will be presented at the Fall Labour Conference
 - Creation of a Policy Manual for OPP Detachment Boards
- Drop-in sessions for staff and Board members continue on the 3rd Tuesday and 3rd Thursday of every month
- Detachment Boards have to have insurance in order to be a member of the OAPSB
- The Spring Conference will be held in London – June 3-5, 2025

A copy of the OAPSB update will be circulated to the members.

After all questions had been address by Ms. Darling, Vice-Chair McPherson thanked her for her update.

8. Delegations

- a. **Samah Othman, Corporate Communications Coordinator, South Simcoe Police Service University (9:45 a.m.)**
Re: Communications in time of crisis – strategies and protocols

Vice-Chair McPherson introduced Ms. Othman.

Ms. Othman circulated some templates for use by the members. Her presentation included the following information:

- Defined crisis and provided examples of types of crises
- Why crisis communications are so important
- Tips for effective crisis planning and for responding in a crisis including what to communicate. Some best practices were shared.
- Evaluate following a crisis including a review of your communications plan

After all questions had been addressed, Vice-Chair McPherson thanked Ms. Othman for her presentation.

It was noted the Secretary would circulate a copy of Ms. Othman's presentation to the members.

- b. **Kingston Police Chief Scott Fraser**
Re: Challenges faced by his police service and Active Bystandership Law Enforcement (ABLE) Program

Vice-Chair McPherson called on Chair Jerrod Stearns of the Kingston Police Service Board to introduce Chief Fraser.

Following Mr. Stearns' introduction, Chief Fraser's presentation included the following information:

- Spoke about challenges including:

- a recent cyber security incident and best practices they have learned;
- staff hiring including ensuring there is diversity on the team;
- WSIB White Paper – this is a provincial issue that needs to be addressed;
- mental health and addictions;
- community issues such as health promotion and housing;
- bail reform – an issue but not a policing issue
- Provided some suggestions:
 - Working on relationships such as with the Board and the Management Team
 - New strategic plan and working towards the goals outlined by the Board
 - Ensure you have policies and procedures in place
- Spoke about the Active Bystandership for Law Enforcement Program which is an 8-hours training course to give people the tools they need to help create change rather than perpetuating bad behaviour
- Spoke about Joint Forces Operation and Border Officer Programs

After all questions had been addressed, Vice-Chair McPherson thanked Chief Fraser for his presentation.

c. Panel Discussion

Where are we now? - Successes and struggles one year into the new Community Safety and Policing Act (from OAPSB, Police Service Board and Detachment Board perspectives)

Vice-Chair McPherson introduced the panel which was comprised of Chair Jerrod Stearns and Lorie Sargeant, Board Administrator for the Kingston Police Service Board, Chair Rob Tripp from the South Ottawa Valley Detachment Board and Lisa Darling, OAPSB Executive Director.

The following questions were posed to the panel members to hear the various perspectives from Municipal Boards, OPP Detachment Boards and the OAPSB:

What challenges has your Board faced since the new CSPA came into force? What do you think may have helped to avoid these challenges?

What successes has your Board experienced?

Do you have any resources i.e. policies, procedures you are willing to share that your Board has been working on?

Do you have any tips/tricks which could be useful to other Boards?

A summary of the challenges included:

- Constant change
- Starting at ground zero in terms of policy development
- Understanding role – are they bringing municipal perspectives to the Board

- Constantly changing Detachment Commander
- Length of time for training
- Workload challenges
- Time and confusion of the CSPA – delay in the regulations after the CSPA came into effect April 1, 2024
- Insurance for boards – should have been on it sooner
- Naming conventions for OPP Detachment Boards and developing a renaming process
- Training challenges – did not have regulations to develop the training, getting everyone trained and through the process
- There was no formal way to reach out to Boards

A summary of successes included:

- Set up committees to delegate the workload
- Drawing on strength of Board members and utilizing the expertise of city, policy and community members
- Had assistance from a municipal Clerk and used tools from others
- They have an engaged Board who have developed a Strategic Plan to outline priorities and outcomes
- Now complete an annual performance review of the Chief
- Now have a budget approved by the 7 communities comprising the Board
- Determined a new name for the Board
- Made a delegation at the ROMA Conference to seek funding to develop a toolkit to assist Boards
- The challenges allowed groups to work together which would not have been as successful if they had worked individually
- Working with IoP has been great
- Working together with OASPB/OACP/PAO to solve issues and to have a collective voice
- Have now identified what is needed in terms of training
- The OAPSB now have a member website and increased engagement

A summary of tips/tricks included:

- Have confidence to make changes. A consultant was brought in to help which provided the confidence needed to do what needed to be done
- Board training was helpful and they used the consultant to train Board members
- Use resources from other municipalities, OAPSB, IoP, etc.
- Is there a toolkit we could all share?
- Worked with OPP on naming conventions, logos, etc.
- Be a listener, watch and learn
- Relied on board members to help with the work and hired a new Management Team

An opportunity for questions followed the panel discussion. After all questions had been addressed, Vice-Chair McPherson thanked the panel members for their participation and insight.

9. New Business

a. Nominations to OAPSB Board of Directors

Zone 2 Director

Vice-Chair McPherson asked for nominations for the position of Director on the OAPSB on behalf of Zone 2. The following nomination was presented:

Moved by Jerrod Stearns, Kingston

Seconded by Heather Smith, Belleville

THAT Gail MacAllister from the Kingston Police Service Board be nominated to the OAPSB as the Director on behalf of Zone 2

CARRIED

Vice-Chair McPherson asked two additional times for nominations. No additional nominations were presented. Ms. MacAllister accepted the nomination which was approved by motion of the members.

Director OPP Detachment Boards South-East (Zones 2, 3)

Vice-Chair McPherson asked for nominations for the position of Director representing OPP Detachment Boards South-East on the OAPSB on behalf of Zones 2 and 3. The following nomination was presented:

Moved by Connie Tabbert, South Ottawa Valley

Seconded by Gail MacAllister, Kingston

THAT John Davison from the Northumberland OPP Detachment Board be nominated to the OAPSB as the Director OPP Detachment Boards South-East on behalf of Zones 2 and 3.

CARRIED

Vice-Chair McPherson asked two additional times for nominations. No additional nominations were presented. Mr. Davison was approved by motion of the members.

The Secretary-Treasurer will advise the OAPSB of these nominations on behalf of Zone 2.

9. Membership Input

None

10. Upcoming Meeting Dates and Locations

June 20, 2025 – Casselman

September 19, 2025 - Hawkesbury

11. Adjournment

Moved by Jim MacDonnell, Stormont, Dundas and Glengarry

Seconded by Heather Smith, Belleville

THAT the meeting be adjourned at 12:33 p.m.

CARRIED

Ed McPherson, Vice -Chair

Diane Smithson, Recording Secretary

Attendance Record		Host: OAPSB Zone 2 Meeting – Kingston PSB	
Meeting Date:	April 25, 2025	Location: Kingston, ON	
Name	Board Name	Email Address	Phone
<i>Debra</i>	<i>Madack Co</i>	<i>Debra.Manoz@StJohnsPSB.ca</i>	<i>613 624 5635</i>
<i>Nickel Vermette</i>	<i>Kensack Co</i>	<i>NICKELVERMETTE@OUTLOOK.COM</i>	<i>613 292 6545</i>
<i>ROBT RIPP</i>	<i>Perth and Kent County</i>	<i>robttripp-ca@johns.com</i>	<i>613 853 1037</i>
<i>Garnie Tabbert</i>	<i>South Frontenac</i>	<i>tabbert.garnie@frontenac.ca</i>	<i>613 433 4428</i>
<i>MARK MONTAGNA</i>	<i>Brockville</i>	<i>mmontagna@brockvillepsb.ca</i>	<i>613 802 0933</i>
<i>Dave O'Neil</i>	<i>Quinte West</i>	<i>dave-oneil@hotmail.ca</i>	<i>613-849-9750</i>
<i>Christine Fuchs</i>	<i>Genesee</i>	<i>cmnmlk@gmail.com</i>	<i>613 532-8498</i>
<i>Casey Hill</i>	<i>Prince Edward County OPP Detachment</i>	<i>chillerjudicium.ca</i>	<i>647 403 4828</i>
<i>DENIS ROBERGE</i>	<i>Russell OPP Detachment</i>	<i>DENIS_SR-ROBERGE@HOTMAIL.COM</i>	<i>613-606-3667</i>
<i>David Herrington</i>	<i>Frontenac PSB</i>	<i>herringtond@gmail.com</i>	<i>613 484 8663</i>
<i>Bob Verrill</i>	<i>L.A. OPP</i>	<i>bovrill@greater.naplan.ca</i>	<i>613 286 5554</i>

Attendance Record		Host: OAPSB Zone 2 Meeting – Kingston PSB	
Meeting Date:	April 25, 2025	Location: Kingston, ON	
Name	Board Name	Email Address	Phone
Steve Desjardins	City of Ottawa	Steve.Desjardins@ottawa.ca	613 822 5800 ext 51
King Yee	City of Brockville	Kyeejr@gmail.com	613 340 6552
SALIM FAKIRANI	OTTAWA	sfakirani@rogers.com	613-866-7860
Dave Donahew	✓	dave.donahew@bell.net	613-302-9232
Rod Bowles	Lanark County	rod.bowles33@hotmail.com	613-222-9779
Michael STEAU	Upper Ottawa Valley / Pembroke	mssteau@outlook.com	613 633 0691
Heather Smith	Bellefleur Police Service Board	ismithb@sympatico.ca	613 331-1287
Janet Harnden	Bellefleur Police Service Board	janet.coyle.harnden@gmail.com	613 847-6415
Sonja Power	Russell or Detachment Board	sonjaevpower@gmail.com	902-664-1075

Jerrad Stearns Kingston PSB

Diane Smithson Lanark. dsmithson@carletonplace.ca 613-257-6255

Attendance Record		Host: OAPSB Zone 2 Meeting – Kingston PSB	
Meeting Date:	April 25, 2025	Location: Kingston, ON	
Name	Board Name	Email Address	Phone
JIM O'BRIEN	BRUNSWICK	jobrien@reynoldsstirien.com	613-661-6562
Gail MacAllister	Kingston	macallis2@outlook.com	613 888 9833
Jim McDowell	S.D. G.	j1m-mcdowell@BELL.NET	613-330-8415
JAMIE DEMARSH	CENTRAL HASTINGS OPP	demarshj@twinkl.ca	613-478-2535
KEVIN McLAUGHLIN	CENTRAL HASTINGS OPP	KevinMcLaughlin@BOM	613 921 0821
Millie Bourdeau	Russell	millie.bourdeau@russell.ca	613 3913-0795
Bill Roberts	Prince Edward Co	wilroberts@hotmail.com	613-476-3387
Isabelle Dymov	OA PSB	isa.dymov@OAPSB.ca	705 388 9439
David Dymov	Cananogue	david.dymov@hotmail.com	613 540 2662
Koree Spangema	Kingston	koreespangema@gmail.com	613-893-2841
Graham Vight	TOP	graham.vight@centrio.ca	416 817 1317

OAPSB

2025

Planning for our Future

Lisa Darling
Executive Director

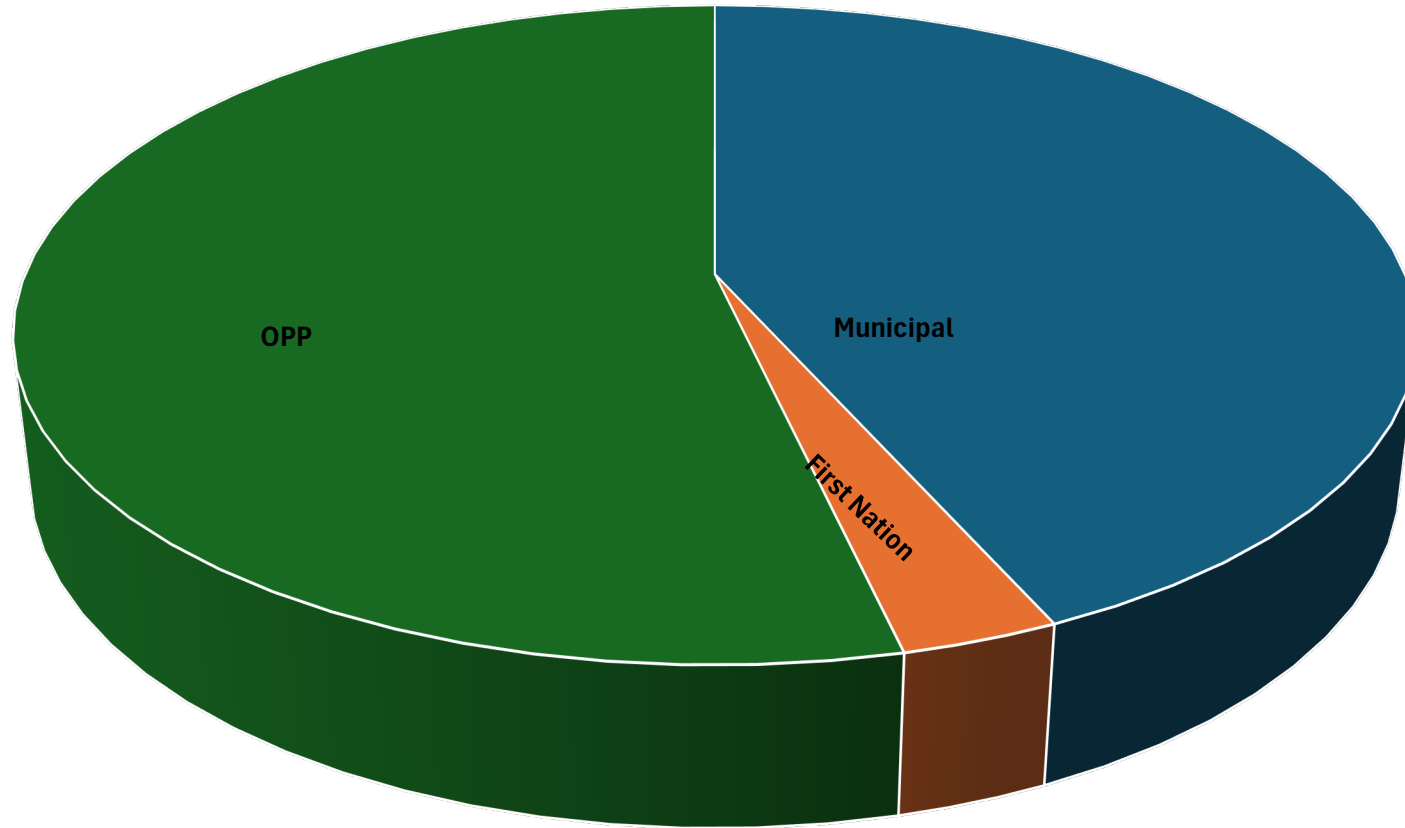


Preparing for 2025 and beyond

- Future Focused Review of Operations
 - Programs, processes and contracts
 - Capacity for Growth
 - TPA for training completed:
 - Continuing to support Boards
 - New Fee Structure Implemented
- Submission for new funding has been submitted
 - Enhance training
 - Free up resource for strategic initiatives and advocacy.
- Developing plans for 2025 based on different scenarios

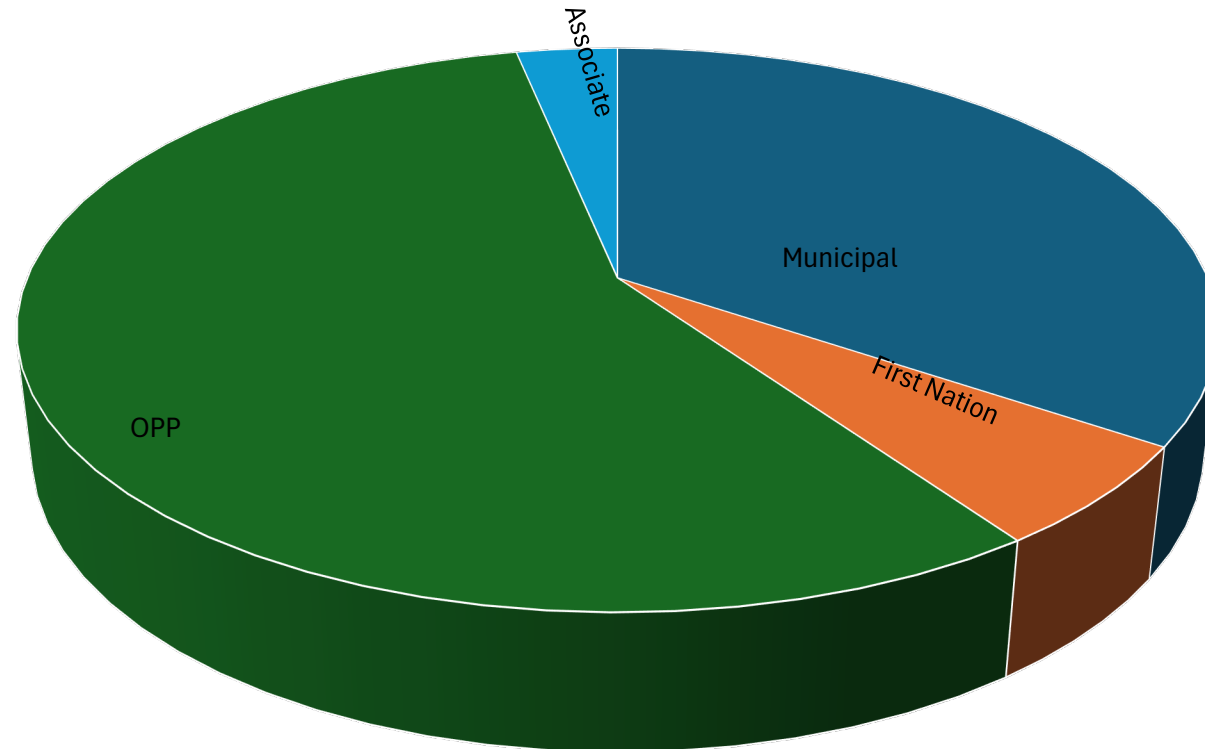
Breakdown of Current Membership

(Number of boards)



Breakdown if All Boards are Members

(Number of boards)



Rebranding of the OAPSB

Communications Committee (BoD and Staff members
Selections were presented to the BoD.

Name Change – 2025 is the year to make the change.

- Leading into new SP Cycle (2026-2028)
- Need to represent the entire membership
- Explain our purpose to the public
- Simplify acronym
- Will be presented at the AGM

2025 Communications Plan

Crucial to Building our Brand

- Website and technology
- Partnerships
- Staffing
- First new Newsletter format released on March 31st.
- Presentations at sector and partner events
- Strengthening zones

Training Plan

- Plan Developed
- First two courses under development for all members
- Course Training Standard completed
- 17 courses identified for board members and staff
 - Implementation schedule dependent on funding
 - Hoping to know more about this soon- Should have a detailed update by the spring conference

Police Board Training Plan

2025-2028

The below journey map outlines the best case scenario for the education schedule for board members. We anticipate that board members will take longer than the recommended process. In some cases, the order and timing of specific courses is provided to ensure the learner gets the most out of the course as designed. Course descriptions will include recommended prerequisites. Additional courses will be added as needs are identified.

Courses

0 days

6 months

8 months

Year 1

Year 2

Year 3

As required

Mandatory

A series of courses designed to give board members an overview of their role as a police governance body. Future iterations of Roles & Responsibilities will engage students through case studies and scenario work.



Roles and Responsibilities

Thematic Training

Understanding Police Culture

How to Run Effective Meetings

Cultivating a safe work environment for your board

Effective Presentation and Multimedia best practices

Internal and External Communications
Your service and Your Communities

Board Conflict and Resolution

The Complaints Process

Diversity, Equity, Inclusion and Bias

Performance Evaluation and Assessment

Strategic Planning

Hiring the Right Police leader

Budgeting

Learning From Inquests

Collective Bargaining

Board Operations

A series of practical short courses designed to assist Board Chairs and Vice Chairs in their responsibilities. Other board members and administration would also benefit.



All Board Members

A series of courses designed to benefit the learning and development of all board members. These courses provide opportunities to carry learning into other parts of their lives/work.



Specialized Training

A series of courses designed to benefit all board members and staff, but specifically board and staff members engaged in specific business including: Bargaining, Hiring of Command Staff, Budgeting and Strategic Planning. These courses are more indepth with multiple modules.



2025 Additional Projects Underway

- Webinar series planning in partnership with the CAPG – commencing in 2026
- Recruitment initiative
- WSIB White Paper
- Better Bargaining Outcomes (LRIS)
- Policy Manual for OPP Detachment Boards

Continuing support

- Reminder of drop-in sessions – Third Tuesday and Third Thursday of every month (for everyone, but noticing more Detachment Board members attending)
- For staff and board members
- Attend board meetings, training sessions with boards, staff and Municipalities as requested.
- Special sessions can be arranged
- An email away.

OPP Detachment Board Insurance

- Several boards still outstanding on insurance
- All members of the OAPSB need to provide the OAPSB with proof of insurance with their membership.
- OAPSB has a group policy
- September to September – Pro-rated for late entry
- \$3600 +288 tax - \$3888
- To maintain these rates we need additional boards to sign on to the insurance
 - There is more information on our website
 - Recent communication went out to Detachment Boards



2025

OAPS B SPRING

Conference & AGM

3-5, JUNE

Best Western Plus Lamplighter Inn & Conference Centre in London
591 Wellington Rd, London, ON N6C 4R3

2025 Spring Conference Workshops

Introduction to Police Culture-strategies and emotional intelligence competencies to look critically at the culture and understand the role of governance

Critical Thinking in Police Governance-enhancing critical thinking skills to real-world problems, and specific to police governance.

Assessment and Evaluation Tools- An overview of assessment tools and their purpose

Public Speaking and Media-improvisational and practiced conversations - will practice verbal and nonverbal communication best practices

Rules of Engagement for Board Members - criteria necessary rules for engaging with each other, to facilitate relevant, purposeful, and productive meetings.

Recruiting an Effective Leader -characteristics and capabilities of a visionary leader, as well as recruitment strategies and best practices.

Where to find training and discussion materials

Bo...



About Us ▾ Advocacy News

All Chiefs Memos
Important Notices
Conference & Seminar
Presentations
Training Resources
Resources Library

Member Information ▾



 Member Portal

Education & Training ▾

Coordinated Bargaining ▾

OAPSB Governance ▾

Quick Links

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OAPSB@oapsb.ca

training@oapsb.ca

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Available for Apple & Android



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Inspectorate
of Policing

Service d'inspection
des services policiers

Office of the Inspector
General of Policing

777 Bay St.
7th Floor, Suite 701 Toronto ON
M5G 2C8

Bureau de l'inspecteur général des
services policiers

777, rue Bay
7^e étage, bureau 701 Toronto
ON M5G 2C8

Inspector General of Policing Memorandum

TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Service Boards

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: **May 26, 2025**

SUBJECT: Inspector General Memo #5: Release of the Inspector General of Policing's first Spotlight Report, *Policing Protests and Major Events: Public Order Maintenance in Ontario*

I am pleased to announce the release of my first provincial Spotlight Report, ***Policing Protests and Major Events: Public Order Maintenance in Ontario***. This report provides my assessment of the current state of public order policing, while advancing recommendations that, I believe, will improve policing performance and governance concerning public order maintenance functions in the province. In line with the Inspectorate of Policing's (IoP) commitment to transparency, and to enhance the public's understanding of key aspects of policing delivery, the Spotlight Report is available on the [IoP's website](#). I would ask that you share this Spotlight Report with members of your organization and others within the policing sector, both in Ontario and beyond, that would find it of interest.

Between May 2023 and February 2024, the IoP conducted an inspection to ensure compliance with provincial Public Order Maintenance requirements, focusing specifically on public order unit (POU) standards by all municipal police services, boards and the OPP. This inspection was conducted under the former *Police Services Act*, prior to the implementation of the *Community Safety and Policing Act* (CSPA) and the coming into force of the Inspector General's statutory mandate. However, given the continued relevance of the inspection's analysis to the policing sector and Ontario government, I am pleased to share our findings. These findings have been published

in a broader, Ontario-wide context along with **12 recommendations** that focus on the shared responsibility of police services, police service boards, and the Ontario Ministry of the Solicitor General, to further strengthen Ontario's public order system.

Overall, **I conclude that the state of public order policing in Ontario is strong.**

Ontario POUs have proven themselves to be generally responsive to emerging and evolving conditions, where they can deploy effectively in both planned and unplanned circumstances. Based on the inspection findings, identified trends in public order policing, and applying a CSPA-compliance lens, I also identify areas that merit attention in order to strengthen Ontario's position as a national leader in this space.

I would like to extend my appreciation to Ontario's policing sector, including all chiefs of police and police service board members that participated or facilitated their organization's participation in this inspection. I would also like to extend a special thanks to the Ontario Association of Chiefs of Police (OACP), including members of the public order policing system that were engaged by the OACP, and the Ontario Association of Police Service Boards for their constructive engagement throughout the IoP's work. This invaluable cooperation and commendable patience have contributed to a report that, I believe, accurately assesses the state of public order policing and charts a path to keep the province's system strong and responsive to public safety needs.

Sincerely,



Ryan Teschner
Inspector General of Policing of Ontario

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

Spotlight Report

**Policing of Protests and
Major Events: Public
Order Maintenance in
Ontario**

**Inspection of
Ontario Police Services
and Police Service
Boards for years 2023-
2024**

Ryan Teschner

Inspector General of Policing of Ontario
May 2025



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Message from the Inspector General of Policing of Ontario

Public order policing continues to be complex and is constantly evolving. Mass public events such as protests, demonstrations and riots have garnered significant public and media attention in recent years, often shining a spotlight on policing responses. In Ontario and across Canada, the volume and frequency of these events, and the ability to mobilize large groups of individuals with the ease of a smartphone, is on the rise. Whether the events are reoccurring celebrations or domestic and international protests, all of these events require adequate responses from police to maintain public order, consistent with Ontario policing legislation and Canadian legal norms. This ‘Spotlight Report’ is an example of how the Inspectorate of Policing (IoP) works to fulfill its mission of making everyone in Ontario safer. Through this report, the IoP acknowledged and profiled areas that work well within Ontario’s public order policing system, while identifying ways to drive improved performance.

Striking the balance between public order maintenance and democratic rights and freedoms

In some cases, – such as the 2022 anti-COVID-19 mandate protests – domestic or international incidents create moments where the natural tensions inherent in a democracy can surface. These events reveal deep division within communities and oftentimes pose a risk to public safety. These public events can also be dynamic, unpredictable, and rapidly evolve, requiring police officers to make on-the-spot decisions to reconcile different rights, including those protected by the *Canadian Charter of Rights and Freedoms*.

The way police services respond greatly impacts public trust in policing. On the one hand, if the police rely too heavily on their coercive powers, many Ontarians’ rights and freedoms can suffer. On the other hand, if the police do not apply their public order maintenance powers effectively and on time, public safety, the economy and civil society can suffer. The balance can be easy to articulate in theory, but difficult to apply in practice.

Navigating this delicate balance between competing rights and safety needs is essential to prevent escalation and ensure public safety in mass gatherings that require a public order response. In potentially escalating situations, officers must be able to rely on

well-established governance policies, operational procedures, training in both operational practices and the effective application of the law, and tools that can be deployed appropriately. Recent and ongoing events in Ontario and across Canada have highlighted the importance of continuing to ensure that Canadian, provincial, territorial and municipal laws strike the most responsive balance between the public's freedom of expression and assembly and the right of others to conduct their activities safely. Given the increasing quantity and complexity of public order events in Ontario, I recommend in this report that the Ministry of the Solicitor General engage its provincial, territorial, and federal counterparts to review the legal framework governing protests.

It is time to get real about the resource demands and impacts of public order maintenance policing in a democracy

The impact of these events on police resources, budgets and the officers who engage in this serious work are now more significant. For example, the 'Freedom Convoy' in 2022 is estimated to have cost \$1 million per day, with \$800,000 for policing alone.¹ It has been publicly reported that the Ottawa Police Service incurred a total of more than \$55 million in costs associated with the policing of those protests.²

More recently, between October 2023 and April 2024, demonstrations related to the Israel-Hamas war surpassed \$12 million in policing costs, with more than 500 demonstrations in Toronto alone.³ Last year, the Toronto Police Service responded to over 2,000 unplanned events – a significant portion of which was funded through premium pay (i.e., overtime).⁴ Recurring events in other areas of the province, such as unsanctioned St. Patrick's Day gatherings, result in policing deployment needs that incur significant costs. For example, the Waterloo Regional Police Service incurred \$318,000 for the three-day St. Patrick's Day event.⁵ The demand for public order maintenance in Ontario continues to rise, with no signs of slowing down.

Police are tasked with facilitating the freedoms of those that participate in these events, while ensuring the safety of the communities around them. Police services must be adequately resourced to meet this societal imperative. Despite police service boards

¹ Joanne Chianello, "Protest Has Cost City of Ottawa More than \$30M," CBC news, February 23, 2022, <https://www.cbc.ca/news/canada/ottawa/ottawa-protest-demonstration-cost-city-1.6361367>.

² These include costs associated with regular, overtime and statutory holiday hours for Ottawa Police Service members; costs associated with provision of direct supports to the City of Ottawa and loss of revenues and economic support through the City of Ottawa; payments to external policing agencies for surge capacity resources; and Ottawa Police Service operational supplies, equipment, leased space and vehicle costs.

Public Order Emergency Commission, Institutional Report of the Ottawa Police Service, February 17, 2023, pp 21.

³ Of the \$12 million total cost, almost \$5 million was overtime costs.

John Marchesan, "Police Price Tag for Protests Surpasses \$12M", City News, April 5, 2024.

⁴ Toronto Police Service Board Meeting Public Agenda (April 10, 2025), Re: 2024 Operating Budget Variance for the Toronto Police Service, Period Ending December 31, 2024: <https://tpsb.ca/jdownloads-categories?task=download.send&id=865:april-10-2025-public-agenda&catid=32>, pp. 5-6.

⁵ Waterloo Regional Police Service Board Open Agenda, Chief of Police Reports 2024-098, <http://calendar.wrps.on.ca/Board/Detail/2024-04-17-1030-Waterloo-Regional-Police-Services-Board-of-Directo/4c557755-56c5-42da-b387-b150013b9f37>, April 17, 2024.

incorporating funds for public order maintenance and related supports, police budgets are struggling to keep pace with public safety demands given increases in the sheer volume, complexity and unpredictability of this police work. Even among Ontario police services with their own public order units, members are not dedicated full-time to public order work. Instead, they perform regular policing duties and are deployed to the public order unit as needed. This means that when they are called to public order duties, their regular tasks are left unattended, creating stress on frontline policing, criminal investigations, and other functions as one area receives attention while another suffers from a service gap. Additionally, prolonged deployments to public order units increase stress for individual officers as they juggle these responsibilities with their regular duties. In many cases, too, many police services rely on overtime work to fulfill their core function of providing adequate and effective public order policing.

I recognize the risk and complexity involved in the policing of protests, demonstrations and other events. I also recognize the skill and dedication of police officers from across Ontario that engage in public order maintenance. These officers are placed under increased strain, often stretched too thin when we need them the most. In turn, this can lead to fatigue and overall challenges when recruiting officers for this important function. These trends are not sustainable, and are realities that police chiefs, police service boards, local municipalities and the province must work to confront together. The well-being of those that do the difficult work of maintaining public peace must remain a priority. Adequately resourcing police services to maintain public peace during mass events – and to look after those that do that work – is the price we should all be prepared to pay in a democracy that values our freedoms and way of life.

The coordination of Ontario's public order policing needs to be formalized to ensure its long-term effectiveness and success

Public order events are often not confined to a single municipality, and are increasingly animated by provincial, national, and international issues. This reality requires an “all of us” approach to maintaining provincial public safety. Currently, 11 police services, including the Ontario Provincial Police (OPP), provide public order policing across Ontario – meaning that 33 police services rely on another service to discharge this core element of adequate and effective policing. This places a significant demand on one quarter of Ontario police services. While the “some delivering for all” model may work for Ontario, its long-term sustainability must account for the financial and human resource impacts on the services delivering this policing function across the province.

The reality is that the scope and magnitude of public order events are taking on a new shape. This new shape makes it evident that public order policing is a whole-of-province priority and responsibility. With this responsibility, comes a need to open up important discussions on how to sustain the “some delivering for all” approach to public order

policing in the long-term. To maintain the highest level of public order policing provincially amid rising demand and complexity, we need to invest in it appropriately to ensure it is not stretched too thin. The price to pay for not paying for these resources is just too great, both in terms of what the public should expect, and what police officers should expect in terms of their health and welfare. In this report, I recommend formalizing and enhancing the mobilization structure for public order units – the ‘Hub’ model approach – so that it becomes a permanent fixture of public order maintenance in this province that drives strategic coordination and consistency of response in the overall provincial public order system. I also recommend initiating discussions between the public safety sector and the province on sustainable, long-term funding for the entirety of Ontario’s public order system. Increased collection and access to data, including demand analysis, must drive these resource-allocation discussions.

Police preparedness is essential for effective public order maintenance

In Ontario, every police service needs to plan for the way in which world incidents can create local impacts. Police services, governed by local police service boards, must maintain a constant state of public order maintenance readiness to ensure public safety is delivered in a lawful, professional, and effective manner, particularly when unpredictable mass gatherings occur in local communities. Effective policing in response to these events relies on credible intelligence and preparedness. With clear insights, police can approach these gatherings with informed planning and avoid overly reactive responses that can provoke public mistrust and tension, especially in the glare of cameras. Beneficially, police preparedness can also positively impact police officer wellness during fast-paced, high-pressure situations, which is often compounded by political and community pressures that unfold in real-time. My recommendations address ways in which police preparedness and insights into these types of events can be enhanced, ultimately for the purpose of ensuring the most relevant intelligence picture and risk assessment is available to police services that are to these sometimes fast-moving and demanding public order events. My recommendations also are aimed at creating not just consistency, but increased overall effectiveness in risk assessment and information-sharing across the Ontario policing sector, ultimately for the benefit of police services, their members, and the public they serve.

Approaching the new CSPA requirements for public order maintenance policing in Ontario

While governance and operational policies, processes and practices vary across Ontario police services and the boards that oversee them, maintaining public order is a core legislated requirement in Ontario. The Public Order Maintenance requirement that

previously existed under the now-repealed *Police Services Act* (PSA)⁶ and its revoked *Adequacy and Effectiveness of Police Services Regulation*, now exist under the new *Community Safety and Policing Act, 2019* (CSPA),⁷ with specific requirements outlined in the new *Adequate and Effective Policing (General) Regulation*. These requirements came into force on April 1, 2024. The statutory requirements are designed to ensure that police services' Public Order Units (POU) possess the necessary ingredients to adeptly manage a range of situations and facilitate expressive rights alongside public order maintenance. In this report, I make various recommendations for police boards and police services to align their approaches with the new requirements under the CSPA to bring them into compliance.

My conclusion on the overall state of public order policing in Ontario

Following this inspection and based on its findings, **my conclusion is that the state of public order policing in Ontario is strong**. The legal and governance infrastructure that should surround POUs and their operational work is, generally, in place in the form of police service board policy and governance, Chief of Police procedures and direction, and operational planning processes. Ontario POUs have proven themselves to be generally responsive to emerging and evolving conditions, where they can deploy effectively in both planned and unplanned circumstances. This has led Ontario's POUs to establish a 'Hub model,' which allows multiple POUs from across the province to coordinate deployments on a larger scale.

There are also signs that the system is becoming stretched due to demand and complexity, and that this trend is increasing. Therefore, in this report, I have identified areas – **both in relation to compliance and long-term effectiveness – that the public order policing system in Ontario should focus on to improve its overall performance and strengthen Ontario's position as a national leader in this space**. Given my statutory responsibility to oversee adequate and effective policing in the province, the IoP will continue to monitor the operation of the public order system in Ontario, with a view to evaluating the system's ability to manage evolving demands and ensure the maintenance of public safety.



Ryan Teschner
Inspector General of Policing of Ontario

⁶ Police Services Act, R.S.O. 1990, c.P.15,

⁷ Community Safety and Policing Act, S.O. 2019, c.1, Sched.1. <http://www.ontario.ca/laws/statute/19c01>

This Spotlight Report

In the context of more recent public order events across Ontario, the IoP chose to embark on an inspection of compliance with provincial Public Order Maintenance requirements, with a focus on POU requirements, by all municipal police services in the province, as well as the Ontario Provincial Police (OPP). The inspection was conducted while the PSA remained in force. The inspection identified areas of compliance with the now-repealed PSA, as well as recommendations for improvement in some cases. Overall, we observed a significant rise in the demand for deployments of POUs in Ontario, a trend anticipated to continue, emphasizing the need for continuous provincial oversight to ensure consistent adherence to public safety standards across the entire province.

This is the IoP's first Spotlight Report, which places our inspection findings in a broader, Ontario-wide context. In this report, we highlight our findings as factors the policing sector can consider in improving policing performance and governance in relation to their public order maintenance functions and its delivery. The report only includes these factors as 'recommendations' because the inspection was not conducted under the now-in-force CSPA, which provides the Inspector General (IG) the authority to issue binding 'directions' for non-compliance. While our inspection primarily focuses on compliance with the requirements of the now-replaced PSA and regulations, **our goal in this report is to encourage the sector to apply still-pertinent findings to their work as they transition to Ontario's new policing legislation, under the CSPA, and to promote efforts towards continuous improvement.** Sharing the insights learned from this inspection is not only vital to the sector, but also in the interests of public transparency and accountability.

We are committed to publishing future Spotlight Reports to further develop the overall provincial picture of policing and police governance in various areas of interest to the policing sector, the government, and the public. We will shine a constructive light on any compliance shortfalls we discover, identify how to improve compliance overall, and promote leading and promising practices across jurisdictions so that Ontario can continue to distinguish itself as a leader internationally. Importantly, in line with the legislative commitment to transparency, and to enhance the public's understanding of key aspects of policing delivery in our province, all our reports will be publicly available on the IoP's website: www.iopontario.ca.

Ontario's Inspector General and the Inspectorate of Policing

In Ontario, now Chief Justice of Ontario's the Honourable Michael H. Tulloch's 2017 review of the provincial police oversight system provided recommendations on improving transparency, accountability and effectiveness in police service delivery and its oversight system. These recommendations, along with input from various sources including independent reviews, policing and police governance stakeholders, social services, and diverse Ontario communities, emphasized the need to modernize the laws that govern police service delivery in the province. This led to the establishment of the CSPA and its regulations, which came into effect April 1st, 2024.

The CSPA replaced the PSA– which was over 30 years old – and aims to ensure that policing practices remain responsive to contemporary challenges and community needs. One of the more significant elements of the CSPA is the new role of the IG, who is responsible for ensuring that adequate and effective policing and police governance is provided to all Ontario communities. The IG is supported by the IoP, an arm's-length division of the Ministry of the Solicitor General, created to provide the operational support necessary to fulfill the IG's mandate under the CSPA.

The IG's duties, powers and responsibilities are described in Part VII of the CSPA. The IG, supported by the IoP, serves the public interest by promoting improved performance and accountability in the policing sector, while ensuring compliance with the CSPA and its regulations. Under Ontario's CSPA, the IG is empowered to:

- Independently assess and monitor legislated policing entities;
- Provide advice and support to legislated policing entities on governance and operational matters by sharing evidence-based research and data related to performance;
- Monitor and conduct inspections of policing services, develop, maintain and manage records and conduct research to ensure compliance with the CSPA and its regulations;
- Investigate complaints concerning the delivery of policing services and the conduct of police service board members;
- Issue directions to ensure compliance with the CSPA and its regulations, and if necessary, impose measures if there is a failure to comply; and,
- Publicly report on the activities of the IG, including publishing inspection results and an annual report.



The IG is responsible for overseeing the following Ontario policing entities:

- Municipal police services and police service boards;
- Chiefs of Police;
- The Ontario Provincial Police and OPP detachment boards;
- First Nations OPP boards and First Nations police service boards that opt-in to the CSPA;
- Any entity providing policing by an agreement authorized by the CSPA;
- Any public sector body that may be prescribed to provide policing; and
- Organizations that employ special constables.

The IoP remains committed to engaging all these entities to consider the diverse needs of the public as we work to improve policing performance that makes everyone in Ontario safer.

The CSPA marks a pivotal step towards enhancing policing and police governance delivery in Ontario. By establishing the IG and the IoP, the CSPA ensures a modernized framework for oversight, accountability, and support of excellence in policing across the province. The IG and the professionals in the IoP are responsible for upholding the public interest, working to ensure that every person in Ontario feels safe in their community and has confidence in the policing and police governance they receive, regardless of who they are or where they live.

Our Inspection

Maintaining public order is a core legislated requirement for police services in Ontario. This requirement previously existed under the now-repealed PSA and its revoked Ontario Regulation 3/99 *Adequacy and Effectiveness of Police Services* regulation,⁸ and now exists under the CSPA, with specific requirements outlined in the Ontario Regulation 392/23 *Adequate and Effective Policing (General)*,⁹ which came into force on April 1, 2024.

At the time of our inspection (May 2023 – February 2024), the PSA continued to be in force and therefore, this public order maintenance inspection was completed under the authority and requirements of the PSA. The CSPA has changed some of the requirements applicable to public order maintenance and POU in Ontario. While the general delivery options of public order maintenance are fairly similar, the CSPA sets out more prescriptive standards and procedural requirements, along with more prescriptive requirements for entering into policing agreements with another police service board or the OPP, and the delivery of temporary assistance.

As with any inspection, the conclusions we reach represent the circumstances and context at a point in time – in this case, previously in-force legislation that has since been modernized. While the initial objective of the inspection was to determine technical compliance with the requirements at that time, the reporting phase of the inspection has been modified to highlight general themes that may support police service boards (the “boards”), police services (the “services”), Chiefs of Police (the “Chief”),¹⁰ and the OPP Commissioner as they transition to the new requirements set out under the CSPA.



⁸ O.Reg. 3/99: Adequacy and Effectiveness of Police Services. <http://www.ontario.ca/laws/regulation/990003>

⁹ O.Reg. 392/23: Adequate and Effective Policing (General). <http://www.ontario.ca/laws/regulation/230392>

¹⁰ It should be noted that both the PSA and CSPA define “chief of police” as a chief of police of a police service maintained by a police service board or the Commissioner of the OPP and includes an acting chief of police.

Acknowledgments

The IoP thanks all boards, chiefs of police and the members of their police services in Ontario, including the OPP and the Commissioner, for their assistance and cooperation during this inspection process.

Methodology for this Inspection

The IoP's Policing Inspections Unit inspected all 43 municipal police services and the OPP for compliance with previously in-force Ontario Regulation 3/99 – *Adequacy and Effectiveness of Police Services*, which at the time of the inspection, prescribed specific requirements that boards and chiefs, and the OPP Commissioner must fulfill.

The Regulation required police services to have their own POU, or instead of having its own POU, have this function fulfilled by the POU of another police service or on a combined regional, or co-operative basis among more than one police service.

The Regulation also set out the legal requirements for:

- board policy concerning POU (sections 18[1] and 29),
- Chief's procedures concerning POU (sections 18[3] and 19), and
- composition and training related to POU (sections 19 and 33[iii]).

To support boards and Chiefs with their understanding and implementation of these requirements under the PSA, the Ministry of the Solicitor General maintained the Policing Standards Manual (PSM) which contained sample board policies and guidance for chiefs in developing and maintaining their procedures. The samples and guidelines contained in the PSM highlight key components of governance policies and procedural steps that may be considered when undertaking a policing function, like public order maintenance. It is important to remember that the PSM was only a tool to assist, and that its guidance must be applied and adapted to reflect the needs of the community receiving policing services and its local context.

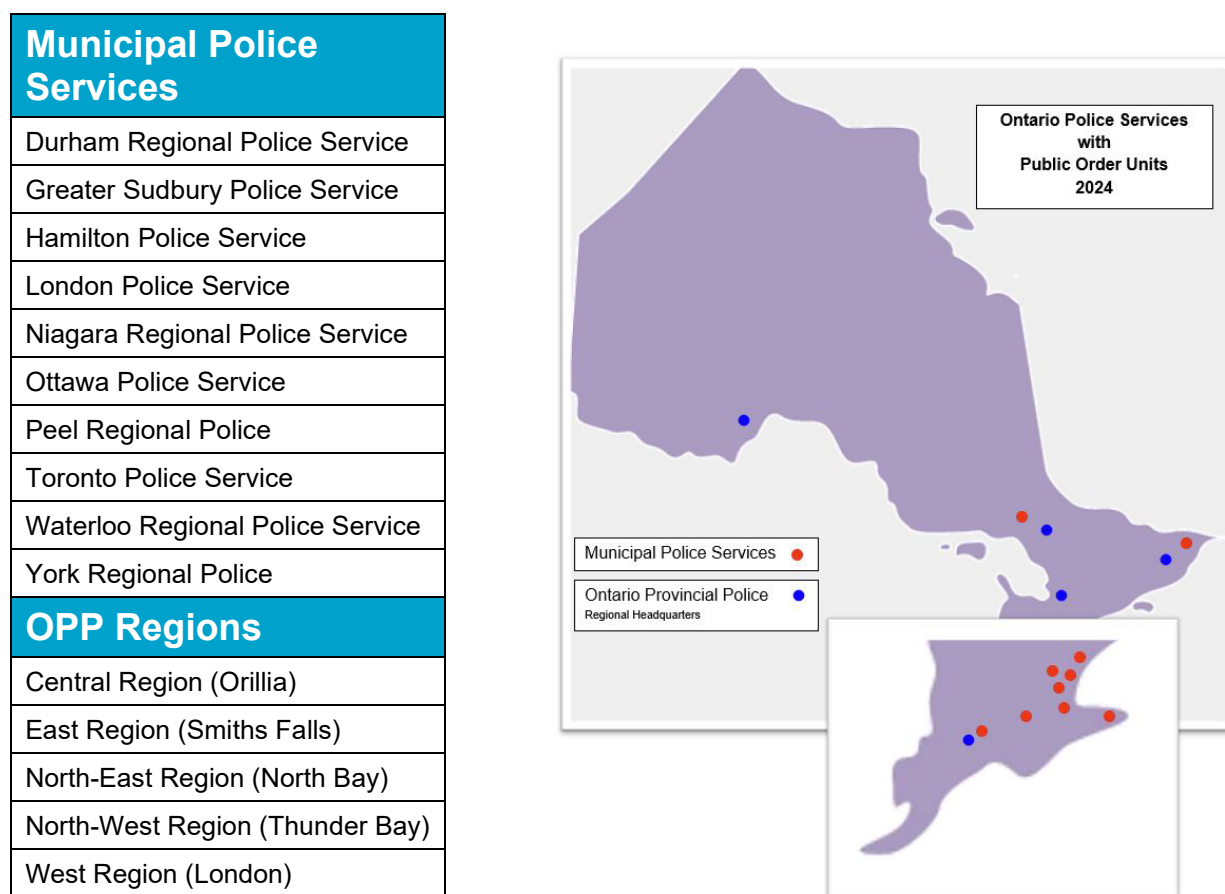
As part of the inspection, the IoP considered the extent to which ministry guidance on public order maintenance (PO-001) provided through the PSM was incorporated into the board policy, Chief's procedures, public order manual, training, and equipment. Ministry guideline content that did not address statutory or regulatory requirements was considered advisory in nature.

Commencing in May 2023, the inspection launched with two initial inspections of municipal police services that have their own POUs, and further expanded to the remaining 41 municipal police services and the OPP. The IoP also hosted three virtual

pre-brief meetings which were open to police services and boards that did not have their own POU to answer any questions with respect to the POU inspection.

Each inspection included an off-site review of relevant documents, such as board policies, chief's procedures, and where applicable, the police service's POU manual, training records, deployment records, and municipal agreements for sharing police services (which could be entered into between boards and/or the Commissioner under section 7 of the PSA, and now under section 14 of the CSPA). The Inspection also included an on-site component for the 11 police services that maintain their own POU. This included 10 municipal police services and the OPP, represented by all five of its operational regions:

Fig 1: Map of Ontario police services that maintain a public order unit



On-site assessments included interviews of board members and police service members, tours of police facilities, and checks of POU-issued equipment. The on-site inspections were generally one week in length, adjusting to accommodate operational needs of the police service when required. Each on-site inspection also consisted of a pre-brief with the Chief and/or their designated command staff, the board Chair or their designate, as well as a de-brief with the same individuals at the conclusion of the on-site inspection.

During the initial stages of the inspection, the IoP learned of the Ontario Public Order Hub model through the Ontario Public Order Advisory Committee (OPOAC), a subcommittee of the Ontario Association of Chiefs of Police (OACP). The Hub model is an initiative-taking approach to collaboratively coordinate planned public order deployments in Ontario and can also assist in coordinating deployments for unplanned POU events. The Hub model is an excellent example of the policing sector taking a leadership role in sharing resources, information and supporting the delivery of adequate and effective public order policing across the province. As the Hub model was outside the scope of this inspection, limited analysis was undertaken. However, the IoP can say that the Hub model does show promise with respect to coordination of POU response in Ontario and should continue to play this across-province coordinating role to support effective and responsive public order deployments.

Changes to Ontario's Policing Legislation

As stated, on April 1, 2024, the CSPA came into force, repealing and replacing the PSA. Public Order Maintenance requirements under subsection 11(1) of the CSPA are comparable to the old subsection 4(2) of the PSA.

Ontario Regulation 392/23 is the *Adequate and Effective Policing (General)* Regulation under the CSPA, and replaces the previous regulation of this type under the PSA. Here, it is important to note, the content with respect to Public Order Maintenance has changed. Police service boards and services will need to be mindful of these changes as they review and revise their policies and procedures. These changes are highlighted within the “Our Findings” section of this report and **Appendix A: Comparison of Legislative Requirements for Public Order Maintenance**.

In addition, and importantly, similar to section 7 of the PSA, section 14 of the CSPA allows for a board or the OPP Commissioner to provide a policing function in an area for which they have policing responsibility by entering into an agreement with another board or the Commissioner to provide that policing function. Under the PSA, and we expect now under the CSPA, these agreements will allow one police service to provide its public order maintenance resources to a police service that does not have this dedicated capacity in circumstances where that policing function must be delivered.

Key Highlights

1. In Ontario, POU deployments have increased 183.72 per cent between 2018 and 2022.

- There is a notable increase in public order deployments over the five-year period between 2018 to 2022 according to the data sample reviewed, as well as a continued increase in 2023 deployments, as revealed during the onsite interviews conducted during the inspection. Recent world events have had an unprecedented impact on the deployment of POUs¹¹.
- With the recent increased demands, police services that have their own **POUs are actively looking to increase complements to balance potential officer fatigue and strain on current resources.**

2. There were no situations where current POU resources – either from the ‘home’ police service or a cooperating police service – were unable to respond within a reasonable amount of time.

- The CSPA now expands the criteria for what is a “reasonable time” to deploy POUs. Boards and services – both those with their own POUs and those who rely on other services for POU resources – should **analyze these new requirements to determine what a ‘reasonable time’ for POU deployment should be locally**, in different sets of public safety risk circumstances, in accordance with the new CSPA factors. Ultimately, going forward, it is the IG who will determine if the reasonable time standards are met.

3. In Ontario, public order maintenance is delivered through 11 dedicated POUs, which are currently provided across the province by ten municipal services and the OPP.

- At the time of this inspection, one additional municipal police service was actively working towards creating their own POU to become the twelfth in the province. This leaves **32 municipal police services in Ontario that rely on another police service to deliver this function** through an agreement with another police service. Of those police services, **28 rely on the OPP for POU services when required, with the remaining three having an agreement with another municipal service.** Beyond these agreements, the CSPA allows Chiefs the ability to request temporary

¹¹ Under the former *Police Services Act*, POUs must be able to be deployed in a reasonable time. The now in-force *Community Safety and Policing Act* expands on this by requiring POUs to be able to be deployed in a reasonable time having regard to specific criteria that helps define the reasonableness requirement.

assistance in providing adequate and effective policing from another police service on an *ad hoc* basis, in the absence of such an agreement as required for events that may impact their resources (e.g., in April 2024, officials in Niagara Falls, Ontario were expecting up to one million visitors to witness a total solar eclipse directly over Niagara Falls¹²).

- This mechanism to access another police service's POU capacity on a temporary and *ad hoc* basis is particularly noteworthy for both the 28 police services that relied on the framework agreement with the OPP under the PSA, and those that sought the OPP's assistance outside of that agreement. For the years this report covers, 2023 and 2024, the OPP absorbed approximately 70% of the costs associated with its deployment of public order units to assist other police services. **The IoP was advised that the OPP is developing a new approach to assessing and evaluating the potential impacts of any new agreements on its ability to meet its own and others' demands.**
- **The 11 POUs in Ontario all met the minimum complement requirements as per the PSA.** Most services exceeded the minimum and had resources reflective of the size and needs of their communities. It was clear that many of the police services were in the process of selecting additional members to add to their public order strength to allow for increased demand, better down time, succession planning, and compliance with the new CSPA.
- With the addition of the twelfth police service, **every municipality that showed a need for deployments within the five-year window analyzed will have an operational POU.**
- As the demand for public order policing increases and is more complex in nature, there is benefit in exploring other potential service delivery, funding and deployment models over the short, medium and long-term to ensure Ontario's public order policing system remains responsive to public safety needs across a large and disperse geography.

4. The inspection discovered a few challenges with respect to POUs throughout Ontario.

- All Ontario police services staff their POUs by deploying police officers from their regular duties to this work as circumstances require. This model leads to increased strain on those officers who fulfill multiple functions, and results in other core policing functions – and the public that depend on them – suffering from gaps in service.

¹² Niagara Falls Solar Eclipse, "April 8th Solar Eclipse in Niagara Falls" <https://niagarafalls.ca/pdf/eclipse/cnf-solar-eclipse-important-information-businesses-detailed.pdf>.

- With increased POU deployments, **officer fatigue is an ongoing challenge for some police services** and in particular POU members. This has also led to some **challenges with general recruitment of prospective new POU members**.
- The IoP found examples of outdated and/or **minor inconsistencies between the Chief's procedure and the local board's policy**, including three instances where either a policy or procedure was not maintained in compliance with the Regulation. This reinforces the importance that boards and Chiefs regularly review their quality assurance process relating to compliance with the legislation.
- Five police services **did not have a debriefing process** as suggested in the Ministry of the Solicitor General's PSM guideline. While this guidance was advisory in nature under the PSA, the requirement has now been prescribed in regulation under the CSPA.
- There were three police services that **did not address the circumstances in which a POU should be deployed in their procedure** as required by regulation. This requirement continues under the CSPA.

5. Police services are actively transitioning to new legislative requirements under the CSPA.

- While this inspection was conducted under the PSA between May 2023 and January 2024, **the inspection notes consideration of, and progress underway by police services concerning the new requirements under the CSPA**. Whether delivering public order services to another jurisdiction, or receiving public order services from another police service, police service boards should pay particular attention to ensure compliance with the new requirements for policing agreements under section 14 of the CSPA.



Promising Practices and Recommendations

1. Ontario's Public Order 'Hub' model should be formalized and made permanent.

- The inspection noted an effective communication and coordination strategy throughout the province to mobilize public order deployments, known as the Ontario Public Order Hub. After the historic events in January of 2022 related to the Freedom Convoy, the OPP in collaboration with municipal police public order units, initiated the POU Hub model to ensure public order units could be concurrently deployed across the province in an integrated, strategic, and risk-based manner to prevent injury, preserve life, and protect critical infrastructure.

At the time of this inspection, the Ontario Public Order Hub included all 11 individual police service POUs within Ontario. These services are also represented at the OPOAC, a sub committee of the OACP. that meets regularly, and its members share recent public order experiences, best practices, upcoming service needs, and discuss how the various POUs can assist one another. We have learned that the success of the Hub model has generated interest by other police services outside of Ontario, including among the Canadian Association of Chiefs of Police.

- To expand upon this success, the **IG strongly recommends that the current Hub model to be formalized and enhanced to ensure its long-term sustainability, effectiveness and permanence. This includes:**
 - The Ministry of the Solicitor General considering making the Hub model a permanent entity within Ontario's public order maintenance system, through amendments to the relevant Regulations under the CSPA.
 - Establishing clear Terms of Reference for, and a defined access path to the Hub that would enhance its operation and ensure ease of access for police services across the province; and,
 - Formalizing the responsibilities for the Hub within the OPP, with an OPP representative serving as its Chair, and retaining the discretion of each Hub member to accept or not accept a specific request for POU assistance.

2. A standardized Public Order Risk Assessment Tool should be developed to support effective decision making for public order deployments.

- An additional area of standardization that could continue to drive improvements is **the development of an overall public order risk assessment tool to be used by all police services across the province.**
- A consistent assessment tool used by all Ontario police services would assist in decision-making standardization across provincial POUs that considers risk levels and appropriate levels of response. The tool should be designed in a way that takes relevant local factors into consideration, but the overall approach to how POU deployments and risks are determined should be consistent across the province.
- **The IG strongly recommends that the Ontario Public Order Hub and the Ministry of the Solicitor General collaborate in the development of this tool. Once a tool is developed, the IG strongly recommends that its consistent use by police services become a compliance requirement under the CSPA's Regulations.**

3. Additional training offerings should be made to assist police officers who engage in Public Order functions.

- Following the conclusion of the inspection, the IoP became aware that additional training was being provided to officers about the historical and political reasons behind recent protests. The IG is supportive of this supplemental training, as it may assist with supporting policing approaches that are culturally sensitive that further support effective communication and management during public order events.
- In addition, **the IG strongly encourages police services to continually access and contribute to the continued development of training to assist police officers performing public order functions in properly applying the full range of existing provisions in the *Criminal Code*, provincial law, and municipal by-laws in circumstances where hate-based offences and other offences related to protests, demonstrations and occupations are occurring.** While much attention is paid to the hate speech provisions in the *Criminal Code*, there are a range of other offence provisions that police could apply in appropriate protest, demonstration or occupation situations (e.g., mischief to property; mischief relating to religious and other property connected to an identifiable group; blocking or obstructing a highway; disguise with intent to commit an indictable offence; etc.).

4. Specialized resources and technology should be further integrated into Public Order Response.

- Although it was not a focus, the inspection did note additional promising practices and resources utilized by Ontario's POUs:
- Police Liaison Team (PLT) officers work with demonstration organizers or groups to maximize the peaceful facilitation of events. Police services that had PLT officers routinely expressed their value with regards to helping to manage public order events. This role was profiled during the 2022 Public Order Emergency Commission as being a front-facing tool to look at strategies, planning, and building front-end relationships with participants during demonstrations.¹³ The inclusion of a PLT, with consistent training in building trust, engaging demonstrators, and understanding crowd-dynamics could provide a valuable tool for intelligence and managing demonstrations to ensure lawful, peaceful and safe events. Given their promising results and the importance of their role, the **IG recommends that chiefs of police embed PLTs into their public order training to support their readiness for integration into public order responses, where appropriate.**
- Most POU services had external partners such as Fire services, Paramedic services, and other medical professionals. Partnering with external emergency services and medical professionals required enhanced training but increased public and police safety during deployments. The police services that did use Fire and Emergency Medical Services (EMS) in particular spoke of their positive contributions to their POUs. **The IG is supportive of police services continuing to develop and enhance their partnerships with external emergency services and medical partners and recommends that Memoranda of Understanding (MOUs) detailing the nature and expectations in these partnerships become a body of work that the Ontario Public Order Hub explore with these external partners, with assistance from the Ministry of the Solicitor General.** The IG also recommends to the Ministry of the Solicitor General that **these MOUs eventually become a compliance requirement contained in Ontario Regulation 392/23 *Adequate and Effective Policing (General)*.**
- Finally, the inspection noted that POUs are utilizing a blend of new and old technology, with the use of Remotely Piloted Aircraft Systems to issuing fluorescent ball caps to their POU members on the ground, all with the aim to improve visibility and the management of POU operations.

¹³ Public Order Emergency Commission, "Interview Summary: Inspector Marcel Beaudin (Ontario Provincial Police), February 17, 2023, <http://publicorderemergencycommission.ca/files/exhibits/WTS.00000037.pdf>

Our Findings

Police Service Board Policy

Provincial Compliance Requirements

Section 18(1) of the PSA's Ontario Regulation 3/99 *Adequacy and Effectiveness of Police Services* required a police service to have a POU, or instead of having its own POU, section 18(2) permitted a board to enter into an agreement to have the service of public order provided by another police service. Regardless of whether the police service maintains its own POU, Section 29 of the Regulation required a board to have a policy on POU services.

The ministry guideline, PO-001, included a recommended sample board policy for both contracted delivery of public order maintenance policing, or for a direct, combined, regional or cooperative delivery method. The sample policy included elements for the board to give direction to the chief on the method of POU services, composition, reasonable time for deployment, equipment, and training. Alternatively, where a board has an agreement to receive public order maintenance from another service, the sample policy suggests identifying the contracted board and including directions to the chief to establish procedures in consultation with the chief of the police service being contracted to provide the services of POUs.

The requirement for a board to have policies with respect to public order maintenance is continued, with modifications under the CSPA and its regulations, including the requirements that all board policies must be publicly posted.

The IoP's Findings

The inspection found that 10 board policies had not been reviewed or revised since they were initially created and/or had minor inconsistencies with the other documents, including board agreements or chief's procedures. Of that number, seven were boards that did not have their own POU and relied on a police service agreement under section 7 of the PSA.

Our inspection found that most boards appear to either copy the sample board policy from the PSM verbatim or had used a board policy from a comparable board. While the sharing and access of these templates is a good practice to drive some standardization and consistency for certain components (particularly as some boards do not all have full-time, professional policy staff) it does reveal risks of complacency and lack of oversight resulting in a policy that provides little or no relevant local governance direction to the chief. Put another way, to the extent that a board policy is legally

required to govern the operational decision-making of the chief, governance done this way is weak, at best. One example that may seem minor, but is illustrative, is a board policy that references the police service from which the policy was obtained, rather than naming the police service for which the board has governance responsibility.

Further, of the three board policies whose services maintain their own POU, the inspection found minor inconsistencies, mainly around the naming of their POU. For example, over the years, POUs have been renamed several times, such as Crowd Management Units, Public Safety Units, Public Safety Teams, among others. Some of the board policies referenced their services POUs by a previous name and not the name currently used. Again, while a minor issue on its face, this highlights deficiencies in the board's approach to reviewing, updating, and assuring the quality of its policies in providing appropriate governance to the Chief, and through them, to the service. Of course, where similar minor issues exist due to lack of regular review and updating of governance, the potential for a more significant governance gap to manifest becomes more probable.

In analyzing this further, the inspection noted that several of the board policies had a review date scheduled. However, upon further inquiry many of those policies had not been reviewed as per their schedule. It is essential that boards follow a process to review and update board policies on a regular schedule. However, despite these minor inconsistencies and/or lack of review, the issues identified did not appear to impact police operations as required under legislation.

Boards should have a process to continually review their policies with regards to updates that may flow from new or amended legislation, or in response to local issues and experiences that give rise to a need for governance reform. The Chief should be engaged and consulted in the board's policy-making work, as the governance infrastructure boards put in place through policy sets parameters on the Chief's operational mandate.

Recommendation 1:

Boards should update public order maintenance policies to create more effective governance

Boards should **review and update their public order maintenance policies in light of new requirements in the CSPA and its regulations**. More specifically, boards must maintain up to date policies for every matter that a chief is required to establish procedures for maintaining the public peace under section 8 of Ontario Regulation 392/23: *Adequate and Effective Policing (General)* of the CSPA.

As part of the strategic planning requirements, boards whose service maintains a POU, and the OPP Commissioner, must ensure adequate resource planning of public order services. **Greater analysis of deployment trends, assistance requests, public order intelligence, current capacity training and equipment requirements will assist to understand operational needs for police service board budget and resource decisions.**

To support the discharge of the board's responsibility to ensure adequate and effective policing is provided within its jurisdiction of responsibility, those public order maintenance policies should include ongoing communication with, and reporting by, the chief in relation to significant public order events. Among other things, this may include **annual reporting on the use of a POU by the service, or in support of another service, as well as trends in the delivery of public order maintenance policing**, so the board can continue to monitor the delivery of adequate and effective policing and apply this information to board decision-making (e.g., operating and capital budget decisions).

To maintain the accuracy and relevance of its policies, boards should have a process to **continually review** their public order maintenance policies to ensure they can account for evolving community needs and continued compliance with the CSPA and its regulations.

Police Service Agreements

Provincial Compliance Requirements

As previously noted, section 18(2) of Ontario Regulation 3/99, under the PSA, allowed a board to enter into an agreement, pursuant to section 7 of the PSA, to provide the services of a POU through another police service or on a combined, or regional, or co-operative basis. This is a sensible legislative approach that means a smaller police service does not have to operationalize its own POU, so long as it has the necessary agreement in place to access a POU from another police service when public order maintenance is required.

The ability to enter into an agreement with another police service board, or the OPP to provide public order maintenance is continued, with modification, under section 14 of the CSPA and its regulations.

The IoP's Findings

Currently in Ontario, public order maintenance is delivered through 11 dedicated POUs provided across the province by 10 municipal services and the OPP. At the time of this inspection, one additional municipal police service was actively working towards creating their own POU and will become the twelfth in the province. This translates into 32 municipal police services in Ontario that rely on another police service to deliver this function through a police service agreement. Of those services, 28 rely on the OPP for POU services, with the remaining have an agreement with another municipal service. Of the police services that rely on the OPP for POU capacity, none of the 28 police services are charged back for the OPP's assistance.

The IoP confirmed that each of the 28 municipal police service boards had entered into an agreement (under the PSA) with the OPP to have the services of a POU provided to their police service. This agreement, referred to as the Framework Agreement, commenced in 2001, for a term of five years, with an option for renewal for another five years. In 2013-2014, the OPP issued letters to all boards that had this agreement to indicate that the OPP would continue to provide the services listed within, including that of a POU. The IoP received confirmation that the OPP will continue to provide these services until revised police service agreements are implemented in accordance with the new requirements of section 14 the CSPA. Some of the 11 operational POUs police services also maintained an agreement with other boards or with the OPP to augment their own local capabilities.¹⁴

As Ontario has now transitioned to the CSPA, the IoP stresses the importance for the 33 municipal police services relying on another services' POU have their boards review their policies and policing agreements, with particular attention to ensure compliance with the new requirements for policing agreements under section 14 of the CSPA, and put the necessary new agreements, board policy, and Chief's procedure(s) in place to ensure they continue to have a legal mechanism for the provision of public order, whether through another board or the OPP Commissioner. This same analysis and updating also applies to those police services that do have their own POUs, but also have agreements with other police services for assistance to augment their own police services capabilities. The requirements for these CSPA section 14 agreements are

¹⁴ It should be noted that section 19 of the CSPA has a mechanism whereby any board may request temporary assistance from another board, the Commissioner, or an entity that employs First Nations officers.

outlined in subsection 14(6), with further details found under Ontario Regulation 398/23 – *Alternative Provision of Police Functions*.

While undertaking a review of their existing policies, boards also need to recognize the increased demands for public order when entering an agreement to receive services or to deliver services to another board. This is particularly noteworthy for the 28 police services that relied on the framework agreement with the OPP under the PSA. The IoP was advised that the OPP is developing a new approach to assess and evaluate the potential impacts of any new agreements on its ability to meet its own and others' demands. The IoP commends this, as it will provide both the OPP and those police services that currently rely on the OPP for public order support a realistic supply versus demand picture. Alongside the OPP's ongoing evaluation, boards should also consider potential capacity issues given how many services the OPP supports from a public order perspective. Boards, in close consultation with their Chief, may wish to consider other police services as alternative options to the OPP when considering entering into an agreement for POU services. By law, boards are required to ensure adequate and effective policing for the local community the police service delivers policing to. An adequate level and effective operation of public order maintenance (or under the CSPA, maintaining the public peace) is one of the core policing functions boards are responsible for ensuring the adequate and effective delivery of. This includes adhering to the standards set out in Ontario Regulation 392/23 *Adequate and Effective Policing (General)* for minimum complement capacity and ability to deploy in a reasonable time. A proper assessment of how well previous arrangements are meeting evolving needs in this area, as well as the Chief's operational perspective, will assist boards in evaluating whether current arrangements should be maintained, or new/enhanced arrangements should be considered. Given the IG's mandate to monitor the delivery of adequate and effective policing across the province, this will inevitably be an area that the IoP will continue to pay attention to – including by obtaining and analyzing data related to POU demand, POU supply and the ability of the provincial POU model to meet the whole-of-province need.

The increased demand in public order has also seen police services more proactively addressing issues arising from multi-jurisdictional and prolonged public order events, which has led to the Ontario Public Order Hub model to support the coordination and facilitation of information sharing among all of Ontario's POUs.

Recommendation 2:

Boards should enter into section 14 agreements to ensure adequacy of POU resources

Where a police service does not maintain its own POU, the board must ensure it has a valid agreement in place, in compliance with section 14 of the CSPA, to have another board or the OPP Commissioner provide POU services.

Boards should ensure they update any previous agreement under the PSA to comply with section 14 of the CSPA and applicable regulations. This should be undertaken after thorough consultation with the chief, with consideration for what a **‘reasonable time’ for POU deployment should be locally**, in different sets of public safety risk circumstances, having regard to the new CSPA factors, namely:

- i. the policing needs of the community,
- ii. the geographic and socio-demographic characteristics of the police service’s area of policing responsibility,
- iii. the total population and population density of the police service’s area of policing responsibility,
- iv. the presence of critical infrastructure in the location where the POU is to be deployed,
- v. information about public order incidents in the police service’s area of policing responsibility within at least the previous three years, including information about the scope and severity of the incidents, and,
- vi. best practices in relation to response times for POUs.

Boards and Chiefs should also consider past/current practice and known or predictable capacity issues (informed by data and trend analysis) that may arise from the ability of the police service that historically provides POU services to meet current and evolving demands. A copy of any policing agreement made under section 14 must be provided to the IG.

Chief of Police Procedures

Provincial Compliance Requirements

Section 19 of Ontario Regulation 3/99: *Adequate and Effectiveness of Police Services*, of the PSA, requires the Chief to establish procedures on POU services that:

- set out the circumstances in which a POU, or a squad within a unit, may be deployed;
- require that if the police service maintains its own POU, the police service's procedures on public unit services are contained in a manual that is available to all members of the unit; and,
- ensure that a person who is a member of a POU has the knowledge, skills and abilities to provide that service.

The PSM guideline, PO-001, also provided advice on what the procedures, public order manual, and skills development and learning plan should address, along with a list of designated equipment and facilities.

While our inspection largely found chief's procedures to be compliant with PSA regulatory requirements, the IoP found some instances requiring attention or further consideration, including:

- inconsistencies within the procedures;
- no procedural steps outlining a debriefing process;
- not providing circumstances in which a POU can be deployed; and,
- instances of not maintaining a Public Order Manual.

The requirement for the chief to establish procedures on public order maintenance is continued, with modification, under the CSPA and its regulations. Multiple advisory features from the PSM are now prescribed requirements for the purpose of establishing written procedures on public order maintenance, including, but not limited to:

- debriefing a public order incident; and
- setting out circumstances for deployment.

Both are important elements, and the current state of compliance in relation to them, are discussed further in this section.

The IoP's Findings

i) Inconsistencies

Our inspection found four police services with inconsistencies in their respective Chief's procedure. The inconsistencies were minor in nature (such as the Chief's procedure not referring to its own police service, but to the originating service that provided its procedure) and appear to be a result of copying verbatim the police service guidelines provided in the PSM or from a chief's procedure from another service.

There was also an example of references to other procedures that have since been renamed or assigned updated reference numbers. Similar to issues identified in board policy, these inconsistencies signal gaps in the service's quality assurance process and suggest that further internal assessment is required to ensure regular maintenance of procedures that align with board direction and police service practice. While the minor inconsistencies and/or lack of review did not appear to alter the understanding of the Chief's procedure and did not impact police practices, it signals a lack of attention to details that can matter. This attention to detail is important: it ensures the service will identify more significant issues and adjust to address them before they manifest into more serious problems that can disrupt the effective delivery of policing locally.

Our inspection also noted that several procedures from different police services had a review date scheduled, however, upon further inquiry, we determined that many of those procedures had not been reviewed in line with this schedule. It is essential that police services follow a process to review and update procedures on a regular schedule.

Recommendation 3: **Chiefs should review and update their public order maintenance procedures to ensure compliance**

Chiefs should review their respective public order maintenance procedures through the lens of the CSPA to ensure consistency and accuracy with their service delivery practices for maintaining the public peace.

Chiefs should implement a process to **continually review** their procedures to ensure they maintain focus on the evolving community needs and continued compliance with the CSPA and its regulations, as well as board policy.

ii) Debriefing Process

Continuous improvement in police service delivery comes with honest evaluation of what worked well, and what could be improved. When it comes to policing operations, debriefing practices allow for a deconstruction that can highlight strong practices and areas for improvement. Ensuring a debriefing process is captured in the procedural steps following all major incidents in which a POU is deployed is vital. However, our inspection found the Chief's procedures of five police services did not include a debriefing process.

While the incorporation of a debriefing process following all major incidents within the Chief's procedures and public order manual was discretionary under the PSA, the requirement for debriefing a public order incident is now mandatory and regulated in Ontario Regulation 392/23 of the CSPA under subsection 8(3). A robust debriefing is required following the deployment of a POU that must include the preparation of a summary of information regarding the incident, analysis of the outcome of the incident including what worked well and recommendations for improvements and matters to be addressed through changes to procedures or training.

The five police services that did not have a debriefing process outlined in their Chief's procedure were services that did not have their own POU and relied on agreements with another police service or the OPP Commissioner to provide POU services. Regardless of whether the police service has their own POU, the legal requirement for a debriefing process to be part of the service's procedure does not depend on which service is responsible for the deployment of the POU. Although one service may rely on another for the POU itself, the local service of jurisdiction must still assess its own decision-making to access that POU and then evaluate the delivery of public order maintenance locally. The IoP did find that all 11 police services that maintain their own POU had a debriefing process included in their Chiefs procedure. Interviews with members of police services confirmed that a debriefing was conducted at the conclusion of each POU deployment. Debriefs are also shared at OPOAC meetings where the group shares any tactics observed or used that assisted in resolving the incident. Debriefs are discussed at every quarterly meeting.

Recommendation 4:

Chiefs should ensure that procedures include a debriefing within the police service following a public order incident

Chiefs should review procedures to ensure they include a debriefing of public order incidents within the police service following the deployment of a POU (regardless of whether they utilized their own POU, or a POU from another police service accessed through an agreement), as now required under section 8 of Ontario Regulation 392/23: *Adequate and Effective Policing (General)* of the CSPA.

The **debriefing process should include**, at a minimum, a summary of information regarding the incident, including:

- i. the nature of the incident;
- ii. the date, time, and location of the incident;
- iii. the environment in which the incident occurred; and,
- iv. the details on the response to the incident by the POU. The debriefing should also include an analysis of the outcome of the incident, including what operationally worked well, as well as recommendations for improvement, as well as matters to be addressed through changes to procedure and training.

While the term “following the deployment” suggests that the debriefings occur soon after a POU deployment is possible, there may be instances where there is reason to believe that a public order incident may give rise to the Special Investigations Unit (SIU) invoking its mandate. **In those instances, the police service should liaise with the SIU to determine whether a debriefing could complicate their investigation into the incident and should therefore be delayed.**

Note, the debrief mentioned above refers to an internal process within the police service. These are distinct from after incident reporting requirements found under Ontario Regulation 393/23 *Active Attacker Incidents* and the Extreme Incident Response Plan, referenced under Ontario Regulation 392/23 *Adequate and Effective Policing (General)*.

Furthermore, **through the Ontario Public Order Hub, the sector is encouraged to facilitate the sharing of in-service debriefs** so that different POUs can learn from tactical examples applied, with a focus on assessing future needs and enhancing interoperability in joint service public order deployments. **This information should also be shared with the Ontario Police College to assist in the continuous improvement of its POU training curriculum.** This will improve future practices and operations in POU tactical decision-making across the province.

iii) Circumstances for Deployment

There were three police services whose Chief's procedures were found non-compliant with the requirement to identify circumstances in which a POU may be deployed. The three police services did not have their own POU and all of them relied on a PSA section 7 of the agreement.

Again, regardless of whether the police service has its own POU or relies on an agreement with another board to provide POU services, subsection 19(1) of Ontario Regulation 3/99: *Adequate and Effectiveness of Police Services* under the PSA required every Chief to, "...establish procedures on public order unit services which set out the circumstances in which a public order unit may be deployed." The inspection did find that police services that maintained their own POUs were all compliant with this requirement.

Of note, this requirement is further expanded under the CSPA Ontario Regulation 392/23 to now require that the Chief establish procedures respecting the deployment of a POU for both planned and unplanned incidents, including setting out the circumstances for deployment, specifying the process for authorizing deployment, and identifying operational responsibility for authorizing deployment. The IoP encourages these procedures to also include a consistent assessment tool used by police services in evaluating the risk level and an appropriate level of response, including whether to request temporary public order assistance from another service.

Recommendation 5:

Chiefs should include deployment circumstances in POU procedures, and the sector should develop a standardized risk assessment tool for effective POU deployment decision-making

Chiefs should review their procedures to confirm they include a catalogue of circumstances in which a POU should be deployed. More specifically, the procedures should address the deployment of a POU for planned and unplanned public order incidents, including setting out circumstances for deployment, specifying the process for authorizing deployment, and identifying operational responsibility for authorizing deployment.

The Ontario Public Order Hub and the Ministry of the Solicitor General sector is encouraged to collaborate on the development of a single risk assessment tool to standardize the factors and risks to be considered for POU deployments in Ontario. The tool should guide decisions around consistent relevant points and should support and not run contrary to the Chief's ultimate authority of deciding whether and how to deploy a POU locally.

Upon completion of this work, **police services that maintain a POU are further encouraged to incorporate the risk assessment tool into their procedures** as part of their decision-making process to determine the risk level and an appropriate level of response, including whether to request assistance from another service through an agreement or temporary assistance under section 19 of the CSPA.

Once a tool is developed, the IG strongly recommends of its consistent use by police services to become a compliance requirement under the relevant CSPA Regulation.

iv) Public Order Manual

Up until April 1, 2024, police services were required to ensure that procedures on POU services were contained in a manual made available to all members of the POU. This requirement was contained within Ontario Regulation 3/99: *Adequate and Effectiveness of Police Services* of the PSA, and further guidance on the content of the public order manual was provided in the PSM.

While the requirement to maintain a manual is no longer prescribed under the CSPA, the IoP does note considerable value in maintaining a public order manual that is available to members of the POU. The IoP recommends that police services that maintain their own POU continue the practice of maintaining a public order manual that is specific to the individual police service. The manual should include the guideline items that were listed in the PSM public order guidelines (PO-001), such as:

- the unit's mandate, functions, and members' responsibilities;
- deployment and reporting relationships;
- command and control;
- communications with unit members;
- crowd management procedures, including response levels and negotiation;
- incident assessment;
- provision and use of equipment;
- operational training;
- the circumstances and processes for liaising with appropriate officials for the purposes of Sections 63 - 68 of the *Criminal Code of Canada*, regarding unlawful assemblies and riot situations;
- use of training, operational and equipment logs;
- debriefing process; and,
- the selection process for members of the POU to ensure that the members have the knowledge, skills and abilities to provide the services of the POU; and,
- the recording and reporting of incidents involving a POU.

Recommendation 6:

Chiefs should ensure their POU manuals are maintained, up to date and reflect guidance from the Ministry of the Solicitor General

Chiefs of police services that have their own POU should **continue maintaining a public order manual and making it available to all members of the POU**. This manual should be specific to needs and procedures of individual police services that have a POU, with consideration to include common training provided by the Ontario Police College and other provincial initiatives.

It is recommended that the content of the public order manual continue to reflect guidance from the Ministry of the Solicitor General's PSM public order guidelines (PO-001), until such time that updated guidance may be provided.

Recruitment and Training

Provincial Compliance Requirements

Section 18(3) of PSA Ontario Regulation 3/99 requires every POU to consist of a unit supervisor and at least four squads of seven officers, including a squad leader.

In addition, section 33(c)(iii) of the Regulation requires every police service to have a skills development and learning plan that addresses members of a POU.

Complement requirements for POUs have increased under the CSPA Ontario Regulation 392/23 and its regulations, with standardized initial and ongoing training now prescribed under regulation. Further details concerning these requirements are included under the Deployment section of this report.

The IoP's Findings

At the time of the inspection, police services with a POU appeared to have a sufficient number of trained POU members, with many services indicating ongoing efforts to expand on their own complement of POU members. Basic POU member training is now mandated under the CSPA to be delivered by qualified instructors through the Ontario Police College (OPC). Previous training was provided by the individual police services and was developed with input from the OPOAC. Importantly, this previous training was part of the foundation of the new OPC curriculum.

All the POUs work closely together with respect to training. A basic public order training class will be hosted by a police service and will quite often consist of members from different police services. In addition, the OPOAC supports the communication of training details to support ongoing training needs.

Additionally, another finding indicates that through the inspection that there are smaller to mid-size police services that, although they do not maintain their own POUs, are providing a limited number of members with POU training. Those police services do not have the resources to provide a complete POU on their own but utilize trained members to complement other police services that do have a POU. We remind boards and services that, while combining resources with another service is permitted, the combined POU must comply with legislation, including training and equipment standards.

Recommendation 7:

Police services should access supplementary training relevant to POU context and this training should be centrally coordinated to best prepare Ontario POUs

The CSPA now requires that every police officer assigned functions of a POU must complete mandated training provided by OPC. OPC now provides training on safe crowd management and maintaining public order, supervision of a POU and tactical command. **In addition, police services are encouraged to continue additional, ongoing joint training and learning between services. It is recommended that such initiatives be identified centrally and coordinated through the Ontario Public Order Hub.**

Further, **services should consider supplementing mandated training with education that is specific to the context in which they are policing.** For example, further education to improve relations, foster cultural understanding and historic injustices experienced by Indigenous communities, and the historic and/or geo-political subtext driving current demonstrations and protests, may assist with approaches that are culturally sensitive to further support effective communication and management of such events.

Police services should continually access and contribute to the **continued development of training to assist police officers performing public order functions in properly applying the full range of existing provisions in the *Criminal Code*, provincial law, and municipal by-laws** in circumstances where hate-based offences and other offences related to protests, demonstrations and occupations are occurring.

These **events are not confined to Ontario but often cross provincial boundaries**, requiring coordinated responses across the country. This underscores the importance of ensuring that Canadian, provincial, territorial, and municipal laws strike a responsive balance between the public's freedom of expression and assembly and the right of others to conduct their activities safely. Accordingly, the **Ministry of the Solicitor General should engage provincial, territorial, and federal governments to review the legal framework governing protests in Canada to ensure this framework remains relevant and responsive, having regard to more recent experience and learnings across the country. This review should consider expertise from a range of sectors that can provide advice, including policing, legal, civil liberties, and other sectors.**

Equipment

Provincial Compliance Requirements

Section 38 of the PSA Ontario Regulation 3/99: *Adequate and Effectiveness of Police Services* requires that a municipal police service shall be provided with adequate equipment and facilities. Guidance about public order equipment was provided in the PSM under the ministry's Designated Equipment List. However, the quality, age, and manufacturer of the equipment varied from service to service. Therefore, the equipment issued and available to POU members across the province varies considerably.

While the ministry's Designated Equipment List in the PSM is advisory only, Ontario Regulation 392/23 of the CSPA now has a prescribed list of required equipment as of April 1, 2025 (the Regulation builds in a transition timeline for the acquisition of this required equipment).

The IoP's Findings

Although the equipment used by different POUs is similar in type – for example, shields, batons, helmets, etc. – it is the manufacturer of the equipment that varies considerably from police service to police service. With that comes different manufacturers' recommendations with respect to maintenance, longevity, and overall state of the equipment. Given the varying recommendations from manufacturers, it is critical that police services track and test the equipment on a regular basis and consistent with manufacturer's recommendations, to maximize officer safety and instill user confidence in the equipment.

At the time of this report, global economic uncertainty is impacting material costs and supply chains. Police services are not immune to these impacts. Rising material costs may impact the manufacturing and availability of public safety equipment. Given the significance of this issue and the importance of ensuring policing equipment is available to Ontario services, the Ministry of the Solicitor General, the OACP, and the Ontario Association of Police Service Boards (OAPSB) should monitor supply chain issues and engage other orders of government where their jurisdiction may assist in resolving issues that arise.

Recommendation 8:

Chiefs should maintain a system for tracking issued protective apparel and equipment

Chiefs should maintain a system for tracking issued protective apparel and equipment in a manner that is consistent with the manufacturers' suggested specifications, and regularly **inspect and re-assess** the equipment according to manufacturer specifications to ensure its ongoing effectiveness.

Furthermore, **the Ministry of the Solicitor General, OACP, and OAPSB should collaboratively monitor supply chain impacts to ensure police services can procure the necessary public order equipment** prescribed under Schedule 1 of Ontario Regulation 392/23 *Adequate and Effective Policing (General)* and engage other orders of government where their jurisdiction may assist in resolving issues that arise.

The PSM guideline for public order also suggested that POU members' emergency medical information be made available for rapid information sharing in appropriate situations. However, our inspection revealed that not all POU members had put in place an approach to facilitate this sharing of medical information. That said, many services require the POU member to carry their own medical information in a consistent location of their uniform (for example, front body armour pocket).

With the surge in POU demand and more multi-jurisdictional deployments, there is increased risk and concern with regards to potential delays in finding emergency medical information in a timely manner – especially if the approach to facilitating quick access to this information varies from service to service. The IoP strongly urges the POU sector, through the Ontario Public Order Hub, to agree upon a consistent format and location for the carrying and access to this information. This will ensure minimal delay in retrieving such vital information, even during combined and cross-jurisdictional events. To mitigate privacy concerns, the information should be secured by the individual in the prescribed location upon their own uniform, only to be drawn upon in the event of a medical emergency.

Recommendation 9:

All Ontario POUs should ensure consistent location and access to medical information for members

Chiefs should ensure that all POU members' emergency medical information be carried in a consistent location for rapid sharing in emergency situations. The sector is encouraged to ensure that all POUs agree to a consistent format and location of medical information to ensure minimal delay in retrieving such vital information, particularly during combined and cross-jurisdictional events. To mitigate privacy concerns, the information should be secured by the individual in the prescribed location of their uniform only to be drawn upon in the event of a medical emergency.

The **POU sector, through the Ontario Public Order Hub, should agree on a consistent format and location for the carrying and access to this information** and work to facilitate the integration of the agreed-upon approach across all Ontario POUs.

Deployment

Provincial Compliance Requirements

Section 18(3) of PSA Ontario Regulation 3/99 required that every POU, whether maintained by one police force or on a combined or regional or co-operative basis:

- a) shall consist of a unit supervisor and at least four squads of seven officers, including the squad leader; and,
- b) must be able to be deployed in a reasonable time.

The CSPA has expanded slightly the complement requirement with Ontario Regulation 392/23, stating that a POU shall have the capacity to deploy to a public order incident, at a minimum, a section of the unit consisting of,

- a) at least 32 police officers, including a section leader; and,
- b) a public order commander.

The CSPA requirements also now identify considerations that bear on the reasonable time for deployment criteria for POUs, stating that the POU must be able to be deployed in a reasonable time to ensure:

- the policing needs of the community;
- the geographic and socio-demographic characteristics of the police service's area of policing responsibility;

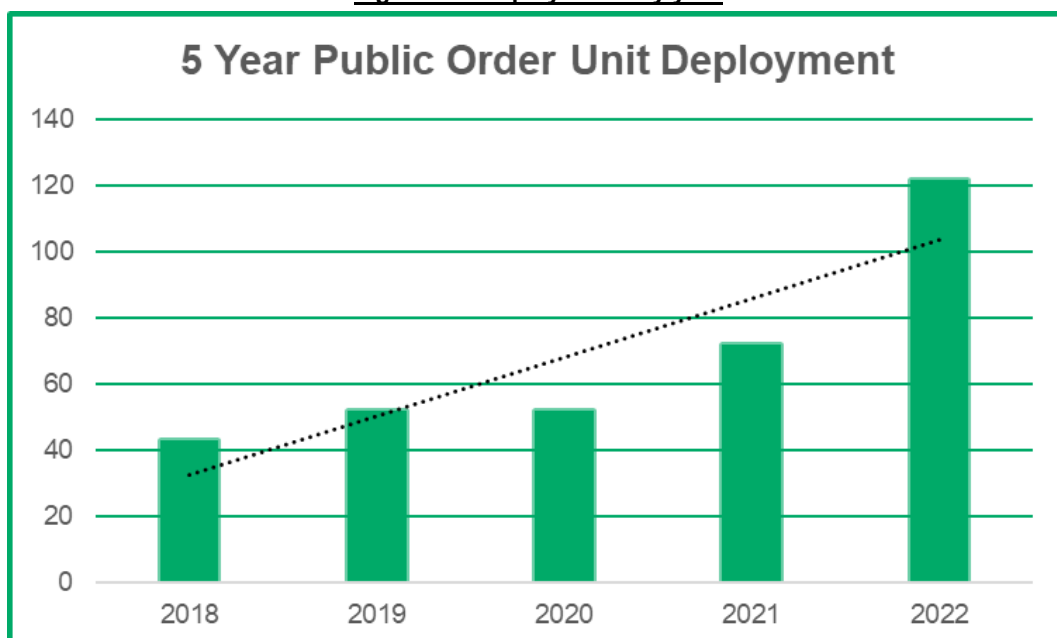
- the total population and population density of the police service’s area of policing responsibility;
- the presence of critical infrastructure in the location where the POU is to be deployed;
- that information about public order incidents in the police service’s area of policing responsibility within at least the previous three years, including information about the scope and severity of the incidents; and,
- best practices in relation to response times for POUs.

The IoP’s Findings

Our inspection revealed that there is a 184 per cent increase in POU deployment in Ontario between 2018 and 2022 (see “Fig 2”). Recent world events have had an unprecedented impact on the deployment of POUs. With the increased deployments of POUs over the last five years, many Chiefs, the OPP Commissioner, and boards are becoming more focused on the increased demands on their POU members. These events, and the public order maintenance they require locally, significantly impact police resources and budgets. Importantly, our inspection revealed that despite this increase in demand, there have been no situations where current POU resources were unable to deploy within a reasonable amount of time.

The IoP takes note that police services that have their own POU are actively looking to increase complements to balance potential fatigue of current resources, especially as members are redeployed from their regular duties to POUs. In other words, the long-term sustainability of the current resource landscape is a matter that requires ongoing attention.

Fig 2: POU deployments by year



i. Composition of a Public Order Unit

As previously noted, under the PSA a POU had to consist of a unit supervisor and at least four squads of seven officers, including the squad leader (28 police officers in total). Under the CSPA, a POU must now deploy, at a minimum, a section of the unit consisting of at least 32 police officers, including a section leader, and a public order commander. POU commanders that were interviewed recognize the change in POU composition from the PSA to the CSPA. Additionally, some services are taking proactive steps to augment their current public order complement through other emergency response units that take part in annual public order maintenance training and can be more readily deployed to augment their numbers.

ii. Deployment in a Reasonable Time

The IoP recognizes that the requirement to deploy a POU within a “reasonable time” necessarily includes subjective determinations. There is no set requirement – in terms of hours within which deployment must occur – to use as a benchmark. The varying geography within the province will interpret that what is reasonable in one context, may not be reasonable in another context. For example, what might be considered a reasonable deployment time within an urban centre may not be reasonable for deployment in rural areas of the province.

POU members were asked in their interviews about their ability to deploy in a reasonable time. The inspection revealed no situations where current resources were unable to react within what the IoP considers a reasonable amount of time, having regard to the factors now applicable through the CSPA. Operational POUs are constantly in contact with each other, including through the Hub, to minimize any potential delays in required deployment.

As mentioned above, subsection 18(3) of the now revoked Ontario Regulation 3/99 only required POUs to be “able to be deployed in a reasonable time.” The CSPA expands on this by requiring POUs to be able to be deployed in a reasonable time having regard to specific criteria that helps define the reasonableness requirement. The IoP strongly suggests that these new requirements should spur analysis and collaboration by boards and services across the province – both those with their own POUs, and those that rely on other services for the POU resources. Boards and services should work to determine what a ‘reasonable time’ for POU deployment should be locally, in different sets of public safety risk circumstances, with consideration of the new CSPA factors. Those services that rely on another’s POU should necessarily integrate that service into this analytical process so that that service’s capacity issues are taken into account. Of course, ultimately, the IG is mandated under the CSPA to determine whether the ‘reasonable time’ standard is met in a specific situation, either in response to a public

complaint, a proactive inspection, or a determination under section 20 of the CSPA about the adequacy and effectiveness of policing locally. That said, boards and chiefs collaborating in determining local service standards for POU deployment is both consistent with boards' governance role and may well inform any evaluation the IG ultimately conducts.

When it comes to real-time deployment, our Inspection found that different police services use different platforms to notify members of public order events and that both on-duty and off-duty members are required. Although there are different platforms used, they were all effective platforms that addressed unique local needs to facilitate POU deployment in a reasonable time.

Services are encouraged to go beyond the minimum and find ways to incorporate effective planning, intelligence-gathering and analysis resources when preparing to deploy for a particular public order event. During the inspection, the IoP was impressed by the work of PLTs. A more organized PLT network between services could share intelligence, identify collaborative strategies to engage demonstrators, and promote education on issues relevant to the public order context.



Recommendation 10:

To ensure POUs can deploy at a reasonable time, Boards and Chiefs should consider the factors under the CSPA and build capacity of PLTs to support planning strategies, as appropriate

Police service boards should confirm with their Chiefs that the service is, at a minimum, and pursuant to subsection 7(2)(1)(i) of Ontario Regulation 392/23 of the CSPA, meeting the deployment requirements in terms of the complement of their POU. This includes deploying a minimum of one section consisting of 32 police officers including a section leader and a POU commander in a reasonable time.

Boards should ensure that a POU is able to be deployed in a reasonable time, having regard to the new factors set out in the CSPA, namely:

- i. the policing needs of the community,
- ii. the geographic and socio-demographic characteristics of the police service's area of policing responsibility,
- iii. the total population and population density of the police service's area of policing responsibility,
- iv. the presence of critical infrastructure in the location where the POU is to be deployed,
- v. information about public order incidents in the police service's area of policing responsibility within at least the previous three years, including information about the scope and severity of the incidents, and,
- vi. best practices in relation to response times for POUs.

The IG encourages services, boards and stakeholders to cooperate in developing some type of analytical approach to determining what a reasonable time is. The IG would ultimately determine in the future whether the reasonable standard is met, but a cooperative approach now can assist in creating some consistency in the model.

In addition, PLT network between services could, where appropriate, share intelligence, combine strategies to engage demonstrators, promote education and work towards lawful, safe and peaceful events. To aid in this approach, **Chiefs of Police are encouraged to embed PLTs into their public order training to support their readiness and involvement in public order responses, where appropriate and at the discretion of the service.**

Furthermore, **the Ministry and Chiefs of Police should collaborate to ensure consistent training for PLTs across the province to support interoperability between services on joint service public order responses.**

iii. Embedded Fire and Paramedic Emergency Medical Services

The IoP observed that many POUs effectively embed fire and paramedic services as part of their POUs. These fire and paramedic members receive initial training and participate in annual POU training. Recognizing this could be more challenging for fire and paramedic participation in regional services and for the OPP, those that do have fire and paramedics embedded in their POUs speak favorably of their involvement and increased public and police safety during deployments. Although not mandated, continued work by police services to include and integrate these vital partners enhance a police service's ability to more fulsomely respond to public and officer safety issues that can arise in public order maintenance deployments.

Recommendation 11: Police Services should continue developing and enhancing their partnerships with local Fire and Emergency Medical Services to facilitate integration into their public order deployments, as appropriate

Most POU services had external partners such as fire services, paramedic services, and other medical professionals. The services that did use fire and EMS spoke of their positive contributions to their POUs and the enhancements they bring to public and police safety.

Chiefs of Police should continue developing and enhancing their partnerships with external emergency services and medical partners through integrated training, where feasible.

The Ministry of the Solicitor General should also examine options to coordinate and enhance the integration of Fire services in public order deployments, as appropriate.

The Ontario Public Order Hub should explore putting in place a MOU detailing the nature and expectations of these partnerships. The IG also recommends to the Ministry of the Solicitor General that if the Hub is able to develop a model MOU, these MOUs become a compliance requirement contained in Ontario Regulation 392/23 *Adequate and Effective Policing (General)*.

iv. Ontario Public Order Hub Model

During the events in 2022 related to the Freedom Convoy, the OPP was required to respond to many convoys, demonstrations, and blockades that were consistently and repeatedly emerging in communities across Ontario. This included requirements to concurrently deploy public order units to large scale protests occurring simultaneously in Ottawa, Toronto, and Windsor.

To effectively manage the simultaneous public order events, coordinated support was required from municipal police, the OPP, and RCMP public order units.

As a result, in collaboration with municipal police public order units, the OPP initiated the Ontario Public Order Hub model to ensure public order units were concurrently deployed across the province in an integrated, strategic, and risk-based manner to prevent injury, preserve life, and protect critical infrastructure.

Ultimately, the Hub model enabled the execution of an integrated planning process that facilitated the deployment of multiple public order units from not just Ontario, but throughout Canada, to effectively manage the operational priorities and respond to the Freedom Convoy occupation.

There are currently three Hubs in Ontario (East, West, and Central). The Chair of each Hub is contacted when assistance is required for POU incidents. Typically, these are planned events that are known in advance. The Hub assists by mobilizing POU deployments to public order events throughout Ontario, both in circumstances where the local police service has its own POU, but the event is beyond the scope of what they can manage with their own POU assets – and in circumstances where the public order event is occurring in a jurisdiction where the local police service does not have its own POU. The Hub model facilitates near-constant exchange of information and allows for collaborative and coordinated operational response to dynamic situations such as recent Israel and Hamas war-related demonstrations that have occurred in various locations across the province. The Hub provides immense value for POUs to collaborate, pool resources, and manage deployments in an intelligent fashion that supports a local police Chief's deployment decision-making.

However, the Hub is not formalized as an entity within Ontario's public order policing landscape. It is important to address this, and ensure that the coordination, information-sharing and policing support that it offers becomes a permanent fixture of Ontario's public order policing system. It is vital that through this formalization, police services that are part of the Hub are able to both deliver adequate and effective public order policing locally in their 'home' jurisdiction and provide effective support to others when called on to do so.

This inspection identified an increase in demand for public deployment in Ontario, that is expected to continue trending upwards. Coupled with the complexity of events witnessed in recent years that transcend jurisdictions, including areas of federal jurisdiction (e.g., international borders), these factors risk putting very real pressures on existing POUs and their services without a sustainable approach. Ontario's Public Order Hub model offers a strategic and scalable solution that not only supports Ontario but can be adopted at a national level.

Recommendation 3 in the *Report of the Public Inquiry into the 2022 Public Order Emergency* states that:

“Police and other law enforcement agencies [to] develop, in conjunction with affected governments, protocols around requests for additional law enforcement resources, where a police service is unable to respond on its own to major events, including certain protests” (Recommendation 3)¹⁵.

The Ontario Public Order Hub is the framework to bring the Inquiry's recommendation into practice, as it will address the imperative for coordination of public order resources during major events. In addition, given that public order needs are increasingly crossing jurisdictional boundaries, all orders of government should work together to find sustainable funding solutions or risk potentially greater pressure on the current system and its ability to effectively ensure public safety.

Given the IG's mandate to ensure compliance with the CSPA, the Ontario Public Order Hub model should consider the new requirements in the CSPA when entering into policing arrangements (under section 14) or making requests for temporary or emergency assistance (under section 19). There are also new requirements to provide notification to the IG where these arrangements or requests occur. It is vital that any public order maintenance collaboration directly between police services or through the Hub comply with these new requirements.

¹⁵ The Honourable Paul S. Rouleau, “Report of the Public Inquiry into the 2022 Public Order Emergency” Volume 1: Overview. (2023): pg. 252.

Recommendation 12:

The Ministry of the Solicitor General should formalize and enhance the Ontario Public Order Hub model by making it a permanent and sustainable fixture of public order policing in the province

With a view to strengthen Ontario's public order policing system so it can meet evolving challenges and deployment needs, **the IG recommends:**

- i. **That the Ministry of the Solicitor General formalize the current Ontario Public Order Hub model to ensure its long-term sustainability, effectiveness and clarity in operations. This formalization should occur through amendments to the relevant Regulations in the CSPA** that address the following:
 - A clear operational framework, with the OPP serving as Chair of the Hub and with representation from all Ontario police services that maintain a POU;
 - A single pathway for police services to request POU assistance through the Hub;
 - A coordinated approach among Hub member police services with a POU that includes the discretion for each individual police service to decide whether to provide assistance based on their own ability to continue to deliver adequate and effective public order policing locally in their 'home' jurisdiction; and
 - Mechanisms for effective planning, intelligence-gathering and resource analysis on public order policing matters, including through an organized PLT network within the mandate of the Hub.
- ii. **That the operations structure of the Ontario Public Order Hub provides appropriate notifications to the IG**, given the IG's statutory responsibility in section 20 of the CSPA to oversee and act to ensure the delivery of adequate and effective policing in the province.

Formalizing the Hub will enhance the effectiveness of Ontario's Public Order policing system, improve the coordination of resource deployments, and facilitate information-sharing that improves outcomes. This formalization will also ensure that the Hub becomes a permanent fixture of Ontario's policing system.

Promising Practices Towards Continued Improvement

Beyond evaluating compliance with the CSPA, the IoP is committed to identifying leading practices that are working well in policing, assisting the sector in embracing these practices, and raising the overall performance bar. While inspecting for compliance with the PSA, the IoP was also able to observe promising practices within police services as they relate to public order maintenance. The IoP strongly encourages boards, Chiefs' and the OPP Commissioner to consider adopting these promising practices as they move towards compliance with the CSPA and its regulations concerning public order maintenance.

Continued Development of Training

The inspection revealed that every police service in Ontario either met or exceeded the previous training guideline provided in the PSM. Initial POU training is now regulated in the CSPA's training regulation (Ontario Regulation 87/24), which includes mandatory training for members, supervisors of POUs, and tactical commanders of a POU.

There are some services that are supplementing mandated training, such as cultural sensitivity training, that is specific to the context in which they are policing, to aid those POU members in understanding the best approach to these events. One example the IoP learned of is Toronto Police Service POU members receiving additional *"Foundations of Islam and Addressing Islamophobia, Community Trust and Allyship in Policing"* training through an online course available on the Canadian Police Knowledge Network (CPKN) platform. While it is beyond the scope of the inspection to evaluate any specific training of this kind, this is one example of culturally relevant training that police services are providing to their members to make them more aware and effective when engaging in public order maintenance. The IoP views this approach as promising to promoting effective management of events through awareness and education. The IoP also encourages services to share their approaches to training enhancements to drive improved overall performance of public order maintenance across the province.

Additional Resources

During the on-site inspections, the IoP found that many POUs in the province use varying community resources and physical resources as part of their POUs. These include:

j) Police Liaison Teams

Although it was not the central focus of this inspection (as it is not a requirement under the PSA or CSPA), police services that had PLT officers routinely expressed their value in helping to mitigate issues that can arise in public order events. This role was highlighted during proceedings of the federal Public Order Emergency Commission as being a front-facing tool to look at strategies, planning and building front-end relationships with participants during demonstrations. The inclusion of a PLT, with a consistent focus on building trust, engaging demonstrators and understanding crowd dynamics, provides a valuable tool for better managing demonstrations to ensure lawful, peaceful and safe events for the participants, the broader public and the police officers on the ground.

There are currently several POUs that use PLTs. These teams interact with event organizers prior to the public order event, and often can open and maintain positive dialogue and interface capability that yields positive public safety results. The IoP strongly encourages those POUs that do not currently incorporate PLTs in their approach to consider them and consult with services that use PLTs to gain the benefit of their experience.

Given their promising results and the importance of their role, the IoP would recommend that the formal inclusion within the mandate of the Ontario Public Order Hub.



ii) Mounted Police Units

Two police services continue to maintain mounted police units, with other services taking steps towards establishing a mounted unit. Although there are few units currently, the option exists for police services to request assistance from these Mounted Police units from other police services when their support may be deemed beneficial.

Among other duties, these units can be used to supplement POU's and assist in responding to crowd management situations. Due to the tall stature of officers on horseback, they create a presence with a unique observation perspective, an expanded field of vision, while also providing the ability to move large crowds and effect crowd control.



iii) Remotely Piloted Aircraft Systems

Many POU are utilizing Remotely Piloted Aircraft Systems (RPAS) and have seen success with them. The RPAS provides real-time, 'birds-eye' view of mass gatherings. It features the ability to zoom closely on any area of interest to provide vital information in dynamic situations that may otherwise not be available. This information can assist POU in effectively identifying public safety risks that may not be visible, as well as serve as a command tool to observe, manage and direct POU operations. The value of RPAS technology is now cemented in the requirement under CSPA Ontario Regulation 392/23, where every POU shall be provided with an RPAS.

iv) Fluorescent High Visibility Ball Caps

POUs are often deployed in large crowd settings with public order members dispersed within the large crowds. Both given the nature of these dispersed deployments, and what will become the increasing use of RPAS, a few services opted to issue fluorescent ball caps to their POU members to improve visibility on the ground for members of the public, and from above for the police service managing the POU's operations.

The overall feedback from services that used fluorescent ball caps were positive, noting that members of the POU are easily identified and can be tracked during a fluid and evolving deployment. This was beneficial at large events with multiple POU's present. The fluorescent ball caps make easier for command staff to visualize where their members were within the crowds, both by traditional observation or new RPAS assistance, and then better manage and respond to evolving public order events.



Conclusion

Over the course of recent years, Ontario experienced a surge in protests, demonstrations, and civil disobedience to express dissatisfaction with government policy, local matters, and world events. As displayed in 2022, with the vaccine anti-mandate protests and blockades, these events can become complex and span multiple jurisdictions across the province. The ability for police to maintain their preparedness to effectively manage these events in a lawful, peaceful, and safe manner is crucial.

Overall, Ontario's police services continue to adapt to address public order situations. Collaboration among POUs in Ontario, facilitated through the Ontario Public Order Hub model, is one such example. Formalizing, clarifying the mandate, and strengthening the governance of the Ontario Public Order Hub model will better support the coordination and mobilization of resources across Ontario jurisdictions and stands out as an approach that should continue to be strengthened. This Spotlight Report includes the IG's recommendations for several enhancements to Ontario's Public Order policing system that will serve the broader provincial interest.

Also, it is encouraging that boards and police services demonstrate a high degree of compliance with the inspected sections of the PSA and its regulations, up to the transition to the CSPA. The inspection did not reveal situations where current resources were unable to react within a reasonable amount of time. Although the factors to consider in defining what is a 'reasonable time' have evolved under the CSPA, this is an encouraging finding.

The CSPA and its regulatory requirements concerning public order maintenance now better position boards, police services and the IoP to assess the extent and manner to which policing services are meeting the needs of Ontario communities. This work appears to be underway, with services that have POUs actively reviewing their needs to increase complements to balance potential fatigue of current resources. At this time, it is recommended that all police services and boards expedite a review of their procedures and policies to ensure compliance with both CSPA and its regulations, all with a view to putting in place the necessary governance and operational direction to ensure the delivery of adequate and effective policing.

Beyond compliance with legislative and regulatory requirements, and as we have outlined in this report, there are several areas where boards and services must use data and trend analysis to ensure they are as prepared as possible to deliver adequate and effective policing locally. Whether a police service has its own POU, or relies on another service's POU, the dynamic nature of public order maintenance requires advanced planning and the necessary mechanisms in place to meet what is clearly an increasing

need for these resources. To this end, boards must also consider the specific financial needs associated with public order maintenance as part of their mandate to ensure adequate and effective policing is being delivered locally.

Given the IG's mandate to monitor the delivery of adequate and effective policing across the province, the IG and IoP will continue to pay attention to public order maintenance in Ontario. Through its continued activities, the IoP is committed to equipping police services and boards with evidence-based research and data to support their efforts in providing the best possible policing services to their communities.

The IoP looks forward to unlocking the improved performance that can come from the implementation of the specific recommendations made in this Spotlight Report.

Appendix A:

Comparison of Legislative Requirements for Public Order Maintenance

Prescribed requirements under **Police Services Act** vs **Community Safety and Policing Act**

Note: This is a high-level summary of the requirements only. For detailed information, please refer to the legislation.

	Police Services Act <i>(Repealed)</i> <u>Ontario Regulation</u> <u>3/99</u>	Community Safety and Policing Act <i>(In Force)</i> <u>Ontario Regulation</u> <u>392/23</u>
Responsibilities of the Board	Shall have a POU or have an agreement with another board/OPP for the service Shall establish a Policy	Shall have a POU or have an agreement with another board/OPP for the service Shall establish a Policy
Responsibilities of the Chief of Police / OPP Commissioner	Shall have establish Procedure: <ul style="list-style-type: none"> • Circumstances for deployment • Labour disputes Shall have Manual available for all members Ensure POU members have the appropriate skills, knowledge and abilities Must have skills development and learning plan for members of a POU	Shall establish Procedure: <ul style="list-style-type: none"> • For functions and responsibilities • Deployment of POU • Debriefing following deployment • Labour disputes • Protests, demonstrations & occupations Ensure training as per Ontario Regulation 87/24 and the Ontario Police College: <ul style="list-style-type: none"> • Public Order Operator • Public Order Section Lead • Public Order Commander Must have a skills development and learning plan for members of a POU as per Ontario Regulation 399/23

Public Order Unit

Shall consist of a unit supervisor and at least four squads of seven officers, including the squad leader

Must be able to be deployed in a reasonable time

At a minimum, a section of the unit consisting of at least 32 police officers, including a section leader, and a public order commander.

Must be able to be deployed in a reasonable time, having regard to,

- i. the policing needs of the community,
- ii. the geographic and socio-demographic characteristics of the police service's area of policing responsibility,
- iii. the total population and population density of the police service's area of policing responsibility,
- iv. the presence of critical infrastructure in the location where the POU is to be deployed,
- v. information about public order incidents in the police service's area of policing responsibility within at least the previous three years, including information about the scope and severity of the incidents, and
- vi. best practices in relation to response times for POU.

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Zone Meeting Updates

March 2025

Agenda

1. Current Status: Public Complaints
2. Response Times
Research and Engagement
3. IOP Centre of Excellence
4. Quick Updates

Current Status: Public Complaints

- **Since April 1, 2024*, we have received 674 public complaints** in the following categories**:
 - Complaints regarding the delivery of adequate and effective policing in specific communities (22.9%);
 - Police service board member conduct (5.19%);
 - Board policy and/or chief's procedure complaints (8.60%);
 - Matters related to incidents prior to the CSPA coming into force (10.68%);
 - Disclosures of misconduct (0.89%); and,
 - Officer conduct issues (require referral to LECA) (29.37%).
- **Complaints received may be subject to different processes** or outcomes, including:
 - Subject to IoP investigations or issue-specific inspections;
 - Did not meet our mandate and screened out as no jurisdiction;
 - Referred to LECA under section 155 of the CSPA; or
 - Refusals under section 106(2) or 107(2) of the CSPA.
- Inspection Finding Reports resulting from an inspection will be posted on the IoP website.

*Complaints received are from April 1, 2024, to March 14, 2025.

**Percentages do not add to 100 as many complaints are multifaceted and fall into more than one category.

Response Times Research and Engagement

The IOP will engage with a selected municipal police services and the Ontario Provincial Police (OPP) to continue our response times research, fill in knowledge gaps and inform IOP's approach to a potential future inspection by identifying priorities and critical issues.

What?	Our goal is to gain first-hand knowledge on response times service delivery through open engagement and input of police service leaders and experts, including understanding variances in practice and process, challenges and opportunities for improvement.		
Who?	To ensure a representative perspective on police response times in Ontario, the IOP will engage large, medium, and small police services with varying populations (urban and rural) and geographic characteristics.	Durham Regional Peel Regional Niagara Regional Waterloo Regional Guelph Barrie Chatham-Kent	North Bay Owen Sound Gananoque Strathroy-Caradoc Sarnia OPP
How?	IOP team will engage with police service representatives onsite and ask questions to gather information about how services define, prioritize and measure response times for different types of calls (i.e., emergency, non-emergency), and how this information is used to inform dispatch models.		

Centre of Excellence: Current Concepts

Promoting research, collaboration and adoption of leading practices

Identify and advise on leading practices, including resources and information related to police governance and operations	Convene expertise and experience to support capacity building for police service boards and chiefs of police	Tackle common issues and identify actions to improve performance in collaboration with the policing sector	Create channels for ongoing sector input, subject matter expertise and advice on Inspectorate work
<p>Leverage Toronto Police Services Board's policy on critical points to provide IG advice on province-wide implementation.</p> <p>Continue to develop distribute IG memos to support compliance and recommend leading practice.</p> <p><i>Local knowledge for provincial benefit</i></p>	<p>Develop IOP Collaborative Advisory Model to create holistic, responsive supports for boards and chiefs that leverage peer networks and resources of the IOP, OAPSB and OACP.</p> <p><i>Provincial knowledge for local benefit</i></p>	<p>Develop and host annual IG roundtable that is issue-specific and action-oriented, with the goal of sharing research, trends, experiences and lessons learned to arrive at concrete next steps that will improve performance.</p> <p><i>Provincial/national knowledge for provincial benefit</i></p>	<p>Form Advisory Council to advise on the development and effective implementation of IOP initiatives, from research and data collection to inspections. Cross-sector membership will focus on ensuring IOP work adds the greatest value for the sector.</p> <p><i>Provincial knowledge for provincial benefit</i></p>

Share what's there



Look around corners

Quick Updates

Strategic Plan

Data Collection

Assessing A&E

POU Spotlight
Report

Questions?

Report for Zone 2 Members

This report summarizes key updates and information for zone members, based on recent activities and information from the Spring Conference and AGM

Spring Conference Highlights

The recent spring conference offered valuable sessions for all attendees. A dedicated pre-conference session was held for OPP detachment boards. Breakout sessions covered a diverse range of topics, including **Understanding Police Culture, Recruiting and Effective Leadership, Assessment and Evaluation, Critical Thinking in Police Governance, and Public Speaking and Engaging the Media.**

We extend a special thank you to **Diane** and **Anitra** for their contributions; they created and facilitated the highly successful session on **Rules of Engagement for Boards.**

The feedback we collected from all the sessions was overwhelmingly positive, with most participants expressing a desire for more information and more time! These specific sessions are intended to help inform the finalization of our new training plan, providing valuable insights to shape upcoming initiatives.

New Name: Police Governance Ontario (PGO)

We're excited to announce that our new name, "**PGO**" (**Police Governance Ontario**), will officially launch in January 20206. This new name offers a better representation of all police governance boards in Ontario, encompassing **Municipal Police Service Boards, OPP Detachment Boards, and First Nations Police Service Boards**, ensuring a more inclusive identity for our organization.

Leadership Updates

We are pleased to announce our new Board of Directors. The full list of the new Board of Directors is as follows:

- **Al Boughton**, Chair, Director – Big 12, Peel Regional PSB

- **Bill Hagborg**, 1st Vice Chair, Director – Zone 1A, North Bay PSB
- **John McTaggart**, 2nd Vice Chair and Secretary, Director – Zone 1, Rainy River District West OPP Detachment
- **John Thomson**, Treasurer Director – Zone 5, Owen Sound PSB
- **Gail MacAllister** Director – Zone 2, Kingston PSB
- **John Braybrook** Director – Zone 3, Peterborough OPP Detachment
- **Ken Whiteford** Director – Zone 4, Woodstock PSB
- **Patrick Weaver** Director – Zone 6, Chatham-Kent PSB
- **Lisa Kostakis** Director – Toronto, Toronto PSB
- **Karen Fisher** Director – Big 12, Durham Regional PSB
- **Susan Stevenson** Director – Big 12, London PSB
- **Gerry Lougheed Jr.** Director – Big 12, Greater Sudbury PSB
- **Rick Dumas** Director – North 1, Marathon Manitouwadge OPP Detachment
- **Marc Vaillancourt** Director – North 1A, Lake Nosbonsing OPP Detachment
- **John Davison** Director – South-East, Northumberland OPP Detachment
- **Jim Maudsley** Director – South West, Middlesex OPP Detachment

Congratulations to Al Boughton and the new board!

We also want to express our deepest gratitude to **outgoing Chair Patrick Weaver**. Patrick skillfully led the organization through its transition to the Community Safety and Policing Act. Furthermore, he was instrumental in restructuring the OAPSB into a working association, implementing a more thorough strategic plan designed to foster the organization's growth and sustainability.

Communications and Future Planning

We continue to focus on member engagement through ongoing initiatives, events, outreach, social media and targeted emails. In March we implemented a refreshed approach to reaching members with relevant information through our new **quarterly newsletter**. The second edition is scheduled for release at the end of June. For the time being, all newsletters will be sent via e-blast and housed on the news feed of the OAPSB website.

We will be updating our website with a more user-friendly members portal. This website will have better operability with app and our records management system and training platform. The launch of our new website is planned for January 2026.

A new **Strategic Planning session** is scheduled for July with the Board of Directors and staff. This crucial session will focus on planning for the Strategic Plan commencing in January of 2026.

Insurance

Group Insurance for OPP Detachment Boards \$3,888 per board is available as well as a new plan for members to have for personal vehicle and home insurance at group rates similar to the rates available to your police service personnel.

Information is available through the members side of the website.

Update on Transfer Payment Agreement (TPA)

This agreement represents the funding we receive from the Solicitor General to continue building and providing ancillary training for board members, aiding in skill development for their roles in police governance. While it is not yet approved, we are hopeful we will hear something positive soon. In the meantime, our fee structure for 2025, has enabled us to remain status quo for the time being with our curriculum designer and engagement officer positions.

Apology and Next Steps

Finally, we apologize for not being able to attend today's meeting and promise to more robust update at the next meeting.

Reminder: OAPSB Members are encouraged to connect with us and fully engage in their member benefits. The member's portal on the website is an excellent resource, getting on to the app and following our social media accounts will provide quick ways to engage and stay informed.

Discussion Groups: are a great way to get timely information and connect with other boards to discuss relevant information regarding board operations and the CSPA. They are still happening in the third week of each Month.

Surveys: For those who attended the conference, you will be receiving a survey to fill out. We really encourage you to take a few moments to tell us what you think. It helps us to

continue to deliver excellent programming and events. We will also be launching Remuneration surveys again this year for Municipal Police Service Boards and OPP Detachment Boards. Watch for more information about that.

**ONTARIO ASSOCIATION OF POLICE SERVICES BOARDS (OAPSB)
ZONE 2 – EASTERN ONTARIO REGION MEETING**

MINUTES

A meeting of the OAPSB Zone 2 was held on Friday, June 20, 2025 at 9:30 a.m. at the J.R. Brisson Complex in the Municipality of Casselman and hosted by the Municipality of Casselman.

PRESENT

There were a total of 25 people in attendance, 22 of them were members of the OAPSB Zone 2 representing 12 separate Zone 2 Police Service Boards and Detachment Boards. Attached please find a copy of the registration list that was circulated at the meeting.

VISITORS

Sergeant David Laviolette, Indigenous Policing Bureau
Chief Paul VandeGraaf, Cobourg Police
Chief Murray Rodd, Belleville Police
Graham Wight, Police Services Advisor, Inspectorate of Policing

1. Meeting Call to Order

In the absence of Chairperson Dena Comley who sent her regrets, Vice-Chair Ed McPherson called the meeting to order at 9:36 a.m.

2. Welcome Remarks

Vice-Chair McPherson welcomed everyone and thanked the Municipality of Casselman for hosting the meeting.

He then introduced Mayor Genieville Lajoie who welcomed everyone to Casselman on behalf of Council. Casselman is part of the Russell OPP Detachment Board. She spoke about the responsibility Boards have towards policing oversight and the impact of the decisions they make. She encouraged everyone to enjoy the day and to learn for each other.

Josee Sabourin, Detachment Commander of the Russell OPP Detachment then welcomed everyone to Casselman. She spoke about the incident that occurred on May 11, 2023 when Sgt. Mueller died in the line of duty and two other officers were injured. She commented on the tremendous support the Detachment received from other communities, the OPP and police services. She also commented on the recent incident of the lost 3-year-old child who was found safely and the importance of working collaboratively which resulted in the successful outcome.

3. Approval of Agenda

Moved by Pat Dussault, Cornwall

Seconded by Jim McDonnell, Stormont, Dundas, Glengarry

THAT the agenda be approved as amended with the deletion of the delegation by Dr. Gregory Brown.

CARRIED

4. Approval of the Minutes

Moved by David Donaldson, Ottawa

Seconded by Connie Tabbert, South Ottawa

THAT the minutes of the OAPSB Zone 2 meeting held in Kingston hosted by the Kingston Police Service Board on Friday, April 25, 2025 be approved as circulated.

CARRIED

5. Business Arising from the Minutes

None

6. Secretary-Treasurer's Financial Report

Diane Smithson, Secretary-Treasurer provided a summary of the financial statement indicating a bank balance of \$3,686.53 to June 19, 2025. The Treasurer circulated a copy of the financial statement outlining the revenues and expenses that had transpired since the last report.

Moved by Denis Roberge, Russell

Seconded by Jim McDonnell, Belleville

THAT the financial report to June 19, 2025 showing a bank balance of \$3,686.53 be approved as presented by the Secretary-Treasurer.

CARRIED

7. Updates

a. Graham Wight, Inspectorate of Policing (IoP), Police Services Advisor

Mr. Wight provided the following updates:

- Thanked the OPP and other police services for finding the lost girl and for the invitation to attend today's meeting
- The Inspector General recently released a report on its Inspection Program
- He has been acting in the Greater Toronto area
- Special constable employers i.e. universities, transit, public housing, etc. are now covered under the Community Safety and Policing Act (CSPA)
- The IoP is navigating assistance requests from other police agencies. Everyone is learning together to work under the CSPA

- He complemented the OAPSB for their support of Boards
- The IoP now has a compliance mandate provide advice to Boards, and with Councils to discuss policing options in the province i.e. amalgamations, OPP, etc.
- The IoP provides advisory services free of charge. He is happy to attend Board meetings.
- The IoP receives public complaints re: conduct of Board members, policy complaints, adequacy and effectiveness, etc. 1000 public complaints were received in the past year. Council, the public, Board members, etc. can all submit complaints. The IoP's mandate is broad and they have remedies under the Act to resolve. If a member indicates they want to submit a complaint, Boards should not deal with this. The complaint should be forwarded to the IoP or LECA. The context around complaints has changed. If unsure, check with him.
- The IoP works with 43 Police Service Boards, 63 OPP Detachments served by 88 Detachment Boards, Special Constable employers and First Nation Boards
- The IoP will be issuing Advisory Bulletins on topics such as How Policing is delivered; Right to disclosed misconduct, conflicts of interest, forwarding complaints to the IoP under Section 108 of the Act
- A number of other memos are coming i.e. Appointments, Annual Performance Review of the Chief; terminations/attrition to reduce the size of the force; open/closed Board meetings; secondary activities – changed with respect to reporting to the Board; waterways policing – every municipality has jurisdiction over their navigational waterways. The Territorial Divisions Act outlines boundaries of responsibility. The OPP is considering its waterway policing to other police services
- Zone 2 can invite Solicitor General staff to attend future meetings. Graham will forward contact information to Diane

After Mr. Wight had provided his update, an opportunity was provided for members to ask questions. After all questions had been addressed, Vice-Chair McPherson thanked Mr. Wight for his update.

b. Lisa Darling, OAPSB Executive Director

Ms. Darling sent her regrets for attending today's meeting. An update was provided and was read by the Secretary-Treasurer which provided the following updates:

- Reviewed highlights from the Spring Conference
- New name of the OAPSB will be Police Governance Ontario (PGO) which will officially launch in January 2026.
- A new Board of Directors was announced at the conference in London. Gratitude goes to outgoing Chair Patrick Weaver
- The OAPSB continues to focus on member engagement through ongoing initiatives, events, outreach, social media and targeted emails. They now have a new quarterly newsletter
- They will be updating their website with a more user-friendly members portal.
- A new Strategic Planning session is scheduled for July

- Group insurance for OPP Detachment Boards has been obtained at a cost of \$3,888 per board as well as a new plan for members to have for personal vehicle and home insurance at group rates.
- They are hoping to hear about a new Transfer Payment Agreement with the Province to continue building and providing ancillary training for board members
- Discussion groups are a great way to get timely information and connect with other boards. They occur on the 3rd Tuesday and 3rd Thursday of every month
- A Conference survey will be released soon and encouraged people to fill it out

A copy of the OAPSB update will be circulated to the members.

8. Delegations

- a. **Sergeant David Laviolette, Indigenous Policing Bureau**
Re: Will speak about the work of the Provincial Liaison Team. The PLT establish and maintain open lines of communications with all parties affected by major events and critical incidents

David Laviolette started his presentation by providing his background. His presentation included the following information:

- Reviewed legacy events that created the Provincial Liaison Team
- Reviewed recommendations from Ipperwash Report
- Framework for police preparedness for Critical Incidents
- Reviewed objectives, foundational principles and legal considerations of the Provincial Liaison Team
- PLT focuses on maintaining open lines of communication with all stakeholders
- Reviewed the conflict cycle
- Reviewed the recommendations from the Final Report of the Public Order Emergency Commission
- Reviewed the types of issues they are involved with: sexual orientation and gender identity; nuclear and renewable power, ring of fire, mobile demonstrations, freedom convoy, global impacts: Palestinian protests, Ukraine, etc.

After the presentation, Vice-Chair McPherson thanked Sgt. Laviolette for his presentation.

It was noted the Secretary would circulate a copy of Sgt. Laviolette's presentation to the members.

- b. **Dr. Gregory Brown, Adjunct Research Professor, Carleton University**
Re: How to interpret data and conclusions in policing studies.

Dr. Brown sent his regrets for today's meeting.

c. Panel Discussion entitled “Communication from an Agreed Statement of Facts.”

**Panelists include: Chief Paul VandeGraaf, Cobourg Police
Chief Murray Rodd, Belleville Police**

Acting Chairperson Ed McPherson called on Heather Smith, Chair of the Belleville Police Service Board to introduce the panel members.

Chief Paul VandeGraaf and Chief Murray Rodd gave a presentation regarding creating a united front and coordinating efforts through a strategic alignment. Their presentation included the following information:

- Reviewed the aspects of the CSPA that are driving additional costs
- Reviewed unanticipated events such as border concerns which has led to special task forces being created which has resulted in police forces losing members to be deployed to address emerging priorities
- Spoke about the impacts of mental health issues impacting policing
- Reviewed the various pieces of legislation, both provincially and federally that have impacts on policing work
- Reviewed the timelines for police to respond to various incident types
- Agreed set of facts: freedom isn't free, safety is expensive and justice is invaluable
- It's important that a level playing field is created for public safety. Last year, OPP Detachment Boards received provincial funding to offset their large increases. The same funding was not provided to Police Service Boards
- A focussed, coherent, collective and aligned way to approach budgets is required that does not pit one police service against another.
- They suggested that conversations continue to ensure consistency in messaging

Vice-Chair McPherson thanked Chief VandeGraaf and Chief Rodd for their presentation.

It was noted the Secretary would circulate a copy of the presentation to the members.

9. New Business

1. Determine locations for 2026 Zone 2 meetings. Suggested dates include:
April 24, 2026 – Prescott
June 19, 2026 – Lanark County
September 25, 2026 - Cornwall

10. Membership Input

None

11. Upcoming Meeting Dates and Locations

September 19, 2025 - Hawkesbury

12. Adjournment

Moved by Genevieve Lajoie, Russell

Seconded by Janet Harnden, Belleville

THAT the meeting be adjourned at 12:20 p.m.

CARRIED

Ed McPherson, Vice -Chair

Diane Smithson, Recording Secretary

Attendance Record		Host: OAPSB Zone 2 Meeting – Casselman	
Meeting Date:	June, 2025	Location: Casselman, ON	
Name	Board Name	Email Address	Phone
Dave Donaldson	Ottawa	dave.donaldson@bell.net	(613) 302-9232
LORIE SARGENT	KINGSTON	lsargent@kpf.ca	613.793.0661
Doug Anthony	Embrun	Kindou 27@gmail.com	343 996 3636
Genevieve Jaisie	Casselman	genevieve.jaisie@casselman.ca	613-793-1017
Coraline Thurman	Russell	Coraline.thurman@russell.ca	613-298-6351
Jim McDonald	Russell	Jim.mcdonald@russell.ca	613-618-6022
Pat Dussault	COLEVILLE	dussault.p@cornwallpolice.com	613-363-5488
Hector Smith	Belleville	ismith6@sympatico.ca	613-331-1287
Connie Talbot	South Ottawa	ctalbot@whitewaterregion.ca	613-433-4428
Janet Harnden	Belleville	janet.coule.harnden@gmail.com	613-847-6415
Jacques Guesnel	Hawkesbury	jgquesnel@outlook.com	613-676-6011

Attendance Record		Host: OAPSB Zone 2 Meeting – Casselman	
Meeting Date:	June, 2025	Location: Casselman, ON	
Name	Board Name	Email Address	Phone
David Lavidoff	OPP PCJ	david.lavidoff@opp.ca	613-402-9391
ED WATERS	LANARK	edward.waters@lanark.ca	613-430-4791
ROD BOWES	LANARK	rod.bowes33@hotmail.com	613 223 9779
JIM BOWELL	SIG	jim.mcdonald@bell.net	613-330-8415
Shaddha B	OAPSB	shaddha.bodharan@ofpsa.ca	613 293 9457
Alicia Burtch	OPP SOHC	alicia.burtch@opp.ca	613-363-7562
Allie Bourdeau	Russell	allie.bourdeau@russell.ca	613 913 0295
Josée Sabourin	Russell OPP	josee.sabourin@opp.ca	705 238-6569
Diane Smithson	LANARK OPP	dsmithson@carletonplace.ca	613-257-6255

Sec-Treasurer OAPSB Zone 2

Attendance Record		Host: OAPSB Zone 2 Meeting – Casselman	
Meeting Date:	June, 2025	Location: Casselman, ON	
Name	Board Name	Email Address	Phone
Bob Norrie	LIA DPP	bobnorrie@greatercasselman.ca	613-228-1554
Murray David Belkirk	PS	mcrodd23@gmail.ca	705-872-6559
Paul VandeGraft	Casselman PS	Paul.VandeGraft@CasselmanPolice.ca	289-257-3476
Stephen Wish	IOP	stephen.wish@Casselman.ca	416-871-1317



**Inspectorate
of Policing**

**Service d'inspection
des services policiers**

Office of the Inspector
General of Policing

777 Bay St.
7th Floor, Suite 701
Toronto ON M5G 2C8

Bureau de l'inspecteur général
des services policiers

777, rue Bay
7^e étage, bureau 701
Toronto ON M5G 2C8

Inspector General of Policing Memorandum

TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Service Boards

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: July 15, 2025

SUBJECT: Inspector General Memo #6: Release of the Inspector General of Policing
2024 Annual Report

I am pleased to share my 2024 Annual Report, "*On the Road to Excellence: A year of Progress and Purpose*." This report, mandated by the Community Safety and Policing Act (CSPA), provides a comprehensive picture of the state of policing in Ontario and delves into the common challenges police services and boards face across the province, as well as successful approaches and initiatives to confront those challenges.

As required by the CSPA, the Annual Report details how I have been fulfilling my legislative responsibilities to independently oversee the compliance and performance of legislated entities under the CSPA, including: complaints investigated and dealt with, inspections conducted, and any directions and measures issued.

The report also outlines the important and wide-ranging work being carried out by the dedicated professionals at the Inspectorate of Policing who are working every day to bring my mandate to life. I sincerely thank each of them for their tireless efforts and contributions, and look forward to continuing our work in the years to come.

I also want to extend my gratitude to you—the policing sector—for providing much of the insight and content reflected in this report. Your input has been invaluable, and we deeply appreciate your continued support.

Thank you for your continued trust and confidence in the Inspectorate of Policing.

Sincerely,

Ryan Teschner
Inspector General of Policing of Ontario

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety



On the Road to Excellence: A Year of Progress and Purpose

Annual Report of the
Inspector General of Policing

2024



**Inspectorate
of Policing**

**Service d'inspection
des services policiers**

Office of the Inspector
General of Policing

Bureau de l'inspecteur général
des services policiers

777 Bay St.
7th Floor, Suite 701
Toronto ON M5G 2C8

777, rue Bay
7^e étage, bureau 701
Toronto ON M5G 2C8

June 27, 2025

The Honourable Michael Kerzner
Solicitor General of Ontario
Ministry of the Solicitor General

Dear Solicitor General Kerzner:

Section 103 (1) of the Community Safety and Policing Act mandates that the Inspector General of Policing (IG) deliver an annual report to the Minister, on or before June 30 of each year. I am pleased to present my Annual Report of the Inspector General of Policing that details the Inspectorate of Policing's (IoP) activities and progress for the period January 1 to December 31, 2024.

In accordance with section 103 (1), my Annual Report must include information about the following items:

1. The activities of the IG, including:
 - Inspections conducted;
 - Complaints dealt with under section 106 and 107;
 - Notifications sent to the Law Enforcement Complaints Agency (LECA) Director or the Special Investigations Unit (SIU) Director;
 - Directions issued under section 125; and
 - Measures imposed under section 126.
2. The compliance of the police service boards, Ontario Provincial Police (OPP) detachment boards, First Nation OPP boards, chiefs of police, special constable employers, police services, and prescribed policing providers with this Act and the regulations.
3. Any other prescribed matters.

In the pages that follow, you will see the information I am required to report, as well as the significant range of work being undertaken by the dedicated professionals at the IoP, who have brought my mandate to life. These public servants work each day to improve policing performance to make everyone in Ontario safer.

Pursuant to subsection 103(2) and the IoP's commitment to transparency and accountability, my Annual Report will also be published on the internet.

It is a real honour to serve as Ontario's Inspector General of Policing. I look forward to the work that lies ahead, and to contributing to public safety in Ontario.

Sincerely,

A handwritten signature in blue ink, appearing to read "R. Teschner". The signature is stylized with a long horizontal stroke at the top and a small upward tick at the end.

Ryan Teschner

Inspector General of Policing of Ontario

Copy: Deputy Solicitor General Mario Di Tommaso, O.O.M.

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Land Acknowledgement

The Inspectorate of Policing (IoP) recognizes that its work, and the work of its community partners take place on traditional territory of Indigenous Nations in Ontario, including the Anishinaabe (comprising the Algonquin, Mississauga, Ojibwe, Anisinew (Oji-Cree), Odawa, and Pottawatomi peoples), the Omushkego (also known as Swampy Cree), the Lenape, and the Haudenosaunee (Mohawk, Onondaga, Oneida, Cayuga, Tuscarora, and Seneca), and the Métis peoples.

We acknowledge that there are 46 treaties and other agreements that cover the territory now known as Ontario. We acknowledge that we continue to live and work in these territories and are thankful to the First Nations and Métis peoples who have cared for these lands since time immemorial. Their enduring contributions continue to strengthen Ontario and enrich all communities. We also acknowledge the many other Indigenous peoples from Indigenous nations who call this place home.

The IoP is honoured to collaborate with First Nations, Inuit, and Métis leadership, partners, and communities across their territories. The IoP is committed to deepening its understanding of the rich history of this land while honoring the inherent and treaty rights of Indigenous peoples.

The IoP would also like to acknowledge that its office is located in Toronto and on the traditional territory of many First Nations including the Mississaugas, the Anishinabek Nation, the Chippewas, the Haudenosaunee Confederacy, and the Wendat peoples, and is now the home to many diverse First Nations, Inuit, and Métis persons. We also acknowledge that Toronto is covered by Treaty 13 signed by the Crown and the Mississaugas of the Credit First Nation, and the Williams Treaties signed with multiple Mississaugas and Chippewa nations.

Message from the Inspector General of Policing of Ontario

In a time when public trust in policing remains both essential and fragile, the role of independent oversight has never been more critical.



Across Ontario – and indeed around the world – policing is facing complex and evolving challenges. From rising concerns about public confidence and community safety to the need for modern police governance and accountability, we must meet this moment with vigilance, transparency and leadership.

My Annual Report highlights the vital and unique role of the Inspector General of Policing (IG) and the Inspectorate of Policing (IoP) in Ontario: mandated to deliver modern, evidence-based, and independent oversight that is focused on strengthening public trust through improved policing performance.

Since our inception, the IoP has remained steadfast in its mission to improve policing performance to make everyone in Ontario safer. Through our monitoring, inspection, investigation, and advisory work, we have already had success in raising the ‘performance bar,’ be it in the operational work of police services, or governance work of police service boards. I remain committed to independently examining the issues, following the information and evidence, and using the various tools in my oversight toolbox to enhance Ontario’s position as a global public safety leader. The team at the IoP works hard each day to breathe life into this commitment, and I feel fortunate to be working alongside professionals who deeply care about contributing to the public good.

As we carry out our work, it is increasingly evident that policing does not operate in isolation. Our work is informed not only by the unique context at play in different Ontario communities, but also by global developments, best practices, and lessons learned from oversight bodies in other jurisdictions. For example, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services in the United Kingdom has drawn attention to ongoing concerns about police legitimacy, ethical leadership, and the need for systemic reform. In Ireland, the Policing Authority has highlighted the essential role of governance, transparency, and meaningful engagement with communities. We have developed strong links with our national and international oversight partners and look forward to contributing to a mutual knowledge exchange that enhances the work we do in our respective spaces. Our membership in the Canadian Association for Civilian Oversight in Law Enforcement, where I serve as a member of the Board of Directors, is also a testament to the developing community of practice that is so important to ensuring that independent police oversight remains modern and responsive not just to current, but also to future needs and challenges.

These global perspectives also echo what we are seeing here at home in Ontario, where public expectations around police accountability and transparency have never been higher. Police services and boards are being asked to navigate complex social issues while confronting operational pressures, emerging public safety risks, and resource demands. At the same time, there is a clear opportunity to move beyond the models of yesterday and towards a modern policing approach grounded in human rights, equity, and public trust.

This year's Annual Report outlines how the IoP is already responding to these challenges and opportunities. It provides an overview of our current and anticipated inspections, investigations, and thematic reviews. It highlights common issues we are seeing across police services and boards – from governance gaps to operational challenges – and identifies where change is needed. It also profiles the valuable work being done by those across the policing sector who are committed to excellence, integrity, and continuous improvement in protecting over 16 million residents and tens of millions of other visitors across Ontario.

But beyond facts and figures, this Report is an invitation – to police leaders, board members, policymakers, and every Ontarian – to engage in a shared commitment to public safety, integrity, and accountability. That is the standard the people of Ontario deserve, and it is the standard we at the IoP will continue to advance, together.



Ryan Teschner

Inspector General of Policing of Ontario
June 2025



About Ontario's Inspector General and the IoP

The IG has a mandate to drive improved performance and accountability in policing and police governance by ensuring adequate and effective policing is delivered across Ontario in compliance with the province's policing legislation and standards.

The IG leads the IoP, an arm's-length division of the Ministry of the Solicitor General. The IoP provides operational support to inspect, investigate, monitor, and advise Ontario's police services and boards. By leveraging independent research and data intelligence, the IoP promotes leading practices and identifies areas for improvement, ensuring that high-quality policing and police governance are delivered to make everyone in Ontario safer.

Ryan Teschner is Ontario's first IG with duties and authorities under the Community Safety and Policing Act (CSPA).

The Mandate of the IG

The IG's duties, powers and responsibilities are described in Part VII of the CSPA.

The IG, supported by the IoP, serves the public interest by promoting improved performance and accountability in the policing sector, while ensuring compliance with the CSPA and its regulations.



Under Ontario's CSPA, the IG is empowered to:

- Independently assess and monitor legislated policing entities;
- Provide advice and support to legislated policing entities on governance and operational matters by sharing evidence-based research and data related to performance;
- Monitor and conduct inspections of legislated policing entities to ensure compliance with the CSPA and its regulations;
- Investigate complaints concerning the delivery of policing services and the conduct of police board members;
- Issue directions to ensure compliance with the CSPA and its regulations – and, if necessary – impose measures, if there is a failure to comply; and,
- Publicly report on the activities of the IG, including publishing inspection results and an annual report.

Who the IG Oversees

Under the CSPA, the IG oversees the following Ontario policing entities:

- Municipal police services and police service boards;
- Chiefs of police;
- The Ontario Provincial Police (OPP) and OPP detachment boards;
- First Nations OPP boards and First Nations police service boards that opt-in to the CSPA;
- Any entity providing policing by an agreement authorized by the CSPA;
- Any public sector body that may be prescribed to provide policing; and
- Organizations that employ special constables.

The IoP remains committed to engaging all these entities to consider the diverse needs of the public as we work to improve policing performance that makes everyone in Ontario safer.

Organizational Values

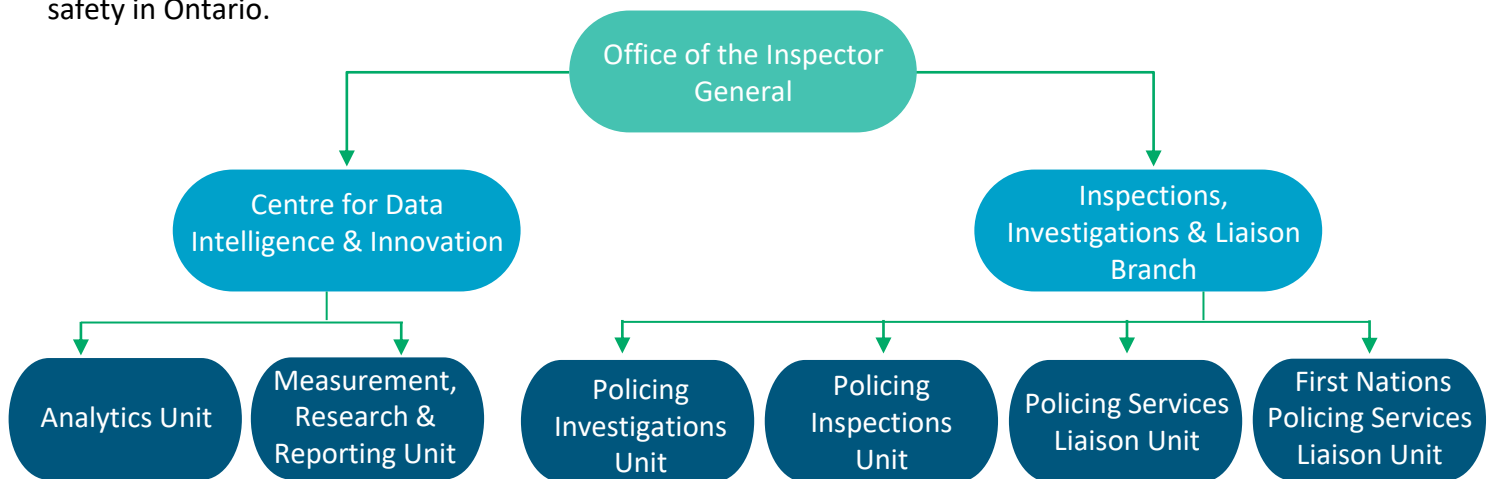
Driving improvements in policing performance begins with collectively operating under a set of values that shape the IoP's approach and culture.

At the IoP, we believe in:

- ➔ **Continuous Improvement:** We will identify effective performance in the policing sector, and where improvements are needed. We will focus on addressing the areas that matter most to the public.
- ➔ **Fairness:** We will address issues of non-compliance in an objective and timely manner that considers local context, with a focus on ensuring trust and confidence in the policing sector.
- ➔ **Risk-informed approaches:** We will select the right tools for the right problems and consider the level of risk present when enforcing policing and police governance compliance.
- ➔ **Transparency:** We will be transparent in our decision-making and publicly report on our work and their results with the sector and the public.
- ➔ **Independence:** We will operate at arm's-length from government or any other influence to ensure impartiality and confidentiality in our operations and decision-making.
- ➔ **Collaboration:** We will work collaboratively with our partners and the regulated entities we oversee to support their success in our shared mission of making Ontario safer.
- ➔ **Integrity:** We will engage in activities in a way that inspires public confidence, and that preserves our objectivity, integrity, and impartiality.

IoP Organizational Framework

The IoP's three branches effectively support the IG in enhancing policing performance and public safety in Ontario.



Office of the Inspector General

Supports the arm's-length decision making authority of the IG through independent legal counsel, police sector and stakeholder relations, and public communications.

Investigations, Inspections, and Liaison Branch

Responsible for the investigative, inspection, monitoring, advising, and liaison function of the Inspectorate as per the IG's authorities under Part VII of the CSPA. Comprised of:

Policing Investigations Unit: Investigates public complaints concerning delivery of policing services and conduct of police service board members.

Policing Inspections Unit: Monitors and conducts inspections of police services and boards to ensure compliance with the CSPA and its regulations.

Policing Services Liaison Unit: Provides monitoring, advisory, and liaison services to support police services and boards, OPP detachment boards, and special constable employers.

First Nations Policing Services Liaison Unit: Provides advice to First Nation police services, chiefs, and boards who opt-in to the CSPA, and facilitates cultural awareness training to the IoP.

Centre for Data Intelligence and Innovation

The IoP's data powerhouse that drives continuous improvement in Ontario's policing sector through data collection, analysis, research, and performance measurement. Comprised of:

Analytics Unit: Uses a wide range of technologies, including Artificial Intelligence, and other advanced analytical tools to transform raw data into actionable insights, informing decision-making processes across the IoP.

Measurement, Research & Reporting Unit: Conducts research on relevant issues faced by the sector and responsible for developing a performance measurement framework to support evidence-based decision-making and evaluation.

Complaints & Disclosures Within the IG's Jurisdiction

Under the CSPA, the IG accepts different types of public complaints or disclosures from members of a police service or special constable employer. Complaints are carefully reviewed to determine the appropriate course of action, which can include conducting an investigation or inspection, providing compliance advice and support, or forwarding it to the appropriate oversight agency, police service or police service board for resolution. Each complaint is individually assessed using the information provided by a complainant. The screening process includes consideration of the IG's mandate as well as the statutory requirements set out by the CSPA.

The IG may choose not to investigate a complaint based on a number of reasons, including a complaint being frivolous, vexatious, submitted in bad faith, or not in the public interest to investigate. Similarly, a complaint may be referred to another oversight agency.

Over the next few pages are several illustrations of the types of complaints within the IG's jurisdiction:

- Section 106 complaints
- Section 107 complaints
- Section 185 disclosures



Section 106 Complaints



Complaints about the conduct of an individual police service board member (section 106 complaints) are related to conduct that is believed to have violated the Code of Conduct for police service board members as codified in the relevant CSPA regulation.

Jasmine attended a meeting of her city's police service board as part of a community group seeking to raise concerns about their recent interactions with the police. When it was her turn to speak, Jasmine began presenting the group's perspective. However, she was repeatedly interrupted by a particular board member, who used profane language, referred to her in a derogatory manner, was dismissive, and ultimately cut her presentation short.

Feeling that her right to be heard was unfairly limited and that she was spoken to in an offensive way, Jasmine filed a complaint with the IoP. She believed the board member's conduct showed a lack of respect for public input and contributed to an unwelcoming, even hostile, environment for community participation. In her complaint, Jasmine argued that the board member failed to uphold the standards of professionalism and impartiality required under the Code of Conduct for board members.

Jasmine's complaint may prompt the IoP to assign an Inspector to investigate the conduct of the board member in question. This process could include interviews with Jasmine, relevant witnesses including the board member involved, and review of footage from the meeting. Following a thorough review and analysis of all available information, the Inspector would prepare a findings report and submit it to the IG. Based on the report, the IG would make the ultimate determination as to whether the board member committed misconduct under the Code of Conduct. If misconduct is identified, the IG will also determine whether any measures should be imposed to address the misconduct. Measures can include a reprimand, a suspension, or even the member's removal from the board.

Section 107 Complaints

Complaints about the delivery of policing (section 107 complaints) are related to:

- The adequacy and effectiveness of policing provided to an area,
- A failure to comply with the CSPA or its regulations, and
- The policies of a police service board, OPP Detachment Board, First Nation OPP Board or the Minister, and procedures established by a chief of police.



Sam filed a complaint with the IoP after calling 911 to report a domestic disturbance involving a neighbor who appeared to be in distress. He placed the call shortly after 9 p.m. and remained on the line for several minutes as dispatch attempted to assign the call to available officers. Despite emphasizing the urgency of the situation, police did not arrive on the scene until the next day.

Sam expressed deep frustration, noting that this was not an isolated incident. He recalled a previous situation where police response times were also unusually delayed. Concerned about these delays, Sam submitted a formal complaint to the IoP stating that he did not believe he was receiving adequate policing services.

Based on the details of the complaint, the IoP may decide to initiate an inspection. This could involve interviewing Sam to gather all relevant information

related to the specific facts and circumstances. The assigned Inspector may also collect and review policing data—such as Records Management System entries, Computer-Aided Dispatch logs, and other relevant police records—to compare the reported concerns with the documented actions of the police service, and to identify any facts that are relevant to assessing the compliance of the police service with applicable legal requirements and standards. Once the review is complete, the Inspector would prepare a findings report and submit it to the IG, who would then make a final determination about whether the police service complied with applicable legal requirements and standards. If the IG determines there has been non-compliance, the IG has the legal authority to issue directions to the police service and the chief of police to remedy the non-compliance.

Section 185 Disclosures



Disclosures to the Inspector General about internal misconduct matters (section 185 disclosures) can be submitted by members of a police service or special constables if they believe misconduct has occurred within their current or former organization.

Officer Rahim, a frontline officer with over ten years of experience, submitted a confidential disclosure to the IoP after he had been passed over for promotion multiple times, even as less experienced colleagues advanced. Officer Rahim, who identifies as a racialized person, began to suspect there was racism in the promotion process within his service.

When Officer Rahim raised his concerns internally, he received no response—and, soon after, experienced subtle forms of reprisal. He was excluded from high-profile assignments, removed from mentorship opportunities, and increasingly sidelined in decision-making spaces he had previously been a part of.

Based on the detail provided, if the disclosure is focused on alleged misconduct by an individual police officer, the IG may decide to refer the complaint to the Law Enforcement Complaints Agency (LECA) for investigation. However, if the disclosure contains information alleging a more systemic issue, the IG may elect to initiate a formal inspection of the police service. This could involve reviewing records, interviewing witnesses, and assessing whether the police service or board is meeting its legal obligations. Depending on the findings, the IG may issue directions to ensure compliance with the CSPA and regulations.

Complaints Process

Complaints are Received



The IoP accepts public complaints from a variety of sources, including its **website**, **e-mail** or **regular mail**. Anonymous complaints are not accepted.

Screened



Each complaint is **carefully reviewed** by the IoP. A decision is made whether the complaint **falls within the IG's jurisdiction** and qualifies for further consideration.

Screened Out

Complaints that are screened out can be:

- **out of jurisdiction** or scope of the IoP's mandate;
- **refused** for being frivolous, vexatious or made in bad faith, or deemed not in the public interest to inspect or investigate;
- **abandoned** by the complainant.



Referred

To ensure public complaints get to the right place, the IoP will **refer** complaints determined to be out of jurisdiction to the relevant oversight body:

- Law Enforcement Complaints Agency
- Special Investigations Unit
- Police chief or board to conduct their own inspection of the complaint

Assigned for Investigation or Inspection



All accepted complaints are **assigned to an inspector**, who reviews all information, creates an investigation plan and conducts their inspection or investigation.

Findings Report and IG Determination

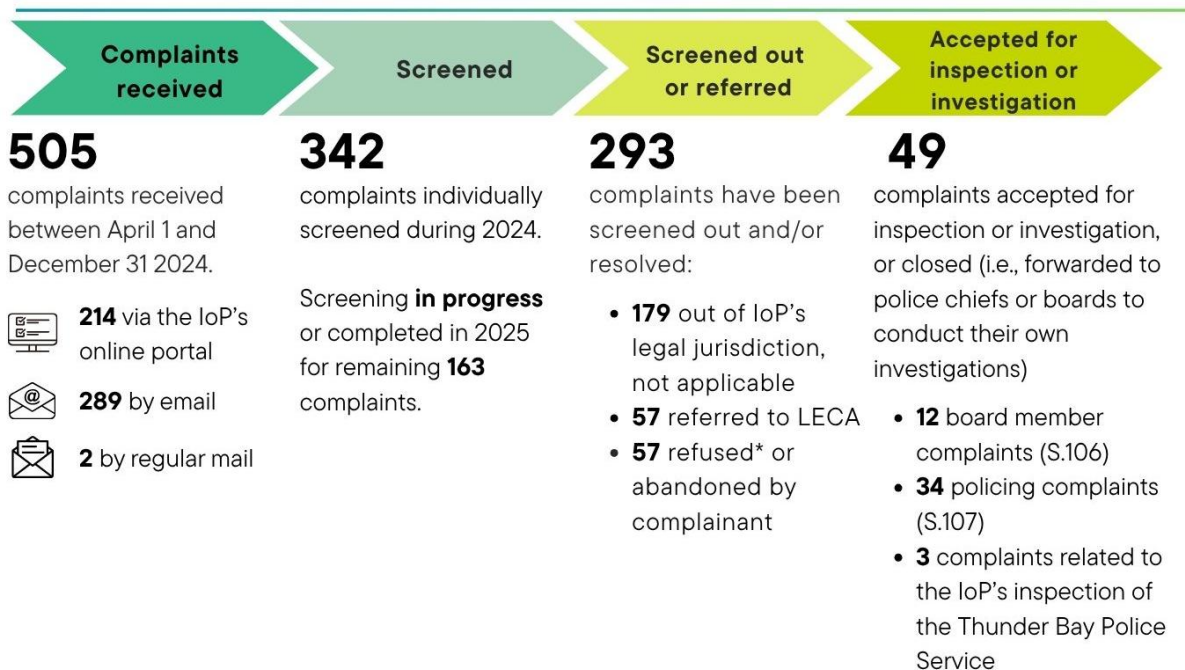


Inspectors prepare and submit a final findings report to the IG, who makes a **final determination** of whether misconduct or non-compliance has occurred. If so, the IG may impose **directions or measures** on the policing entity involved.



The IoP's Operations: 2024 Facts & Figures

My Annual Report details activities from January 1 to December 31 of each calendar year. As I officially began my mandate with the coming into force of the CSPA on April 1, 2024, the data provided in this section only covers the period from April 1 to December 31, 2024.



*Complaints can be refused for being frivolous, vexatious, made in bad faith, or deemed not in the public interest to inspect or investigate.

Note: Although not part of our mandatory reporting requirements, the IoP received **five** S.185 disclosures from police service or special constable employees in 2024, all of which were screened, referred to LECA and marked as closed.

Complaint-Based Inspection

In 2024, the IoP initiated **46** complaint-based inspections related to public complaints.¹ Emerging themes seen in the public complaints we have received to date relate to:

- Issues raised during protests, including lack or type of response from police;
- Issues surrounding police response and reporting relating to instances of intimate partner violence;
- Concerns about the quality of police investigations;
- Complaints regarding traffic violations and the effectiveness of police response;
- Delays in police response or lack of response to public concerns;
- Delays and lack of communication regarding requirements for records checks; and,
- Complaints regarding allegations of specific officer conduct which do not fall under the IG's legal jurisdiction but are referred to the appropriate agency.

Issue-Specific Inspection: Thunder Bay Police Service and Board

Issue-specific inspections of a police service or board can occur where repeated, system level issues have been identified through public complaints and/or the IoP's independent monitoring activities.

On October 10, 2024, the IG initiated the IoP's first **issue-specific inspection**, focusing on the Thunder Bay Police Service's handling of **death and missing persons investigations**, as well as the Thunder Bay Police Services Board's governance and oversight responsibilities. This inspection will evaluate compliance with the CSPA and alignment with leading investigative practices. It also examines how both the Police Service and the Board are addressing previous recommendations issued by other oversight bodies that have reviewed policing and governance in Thunder Bay. The inspection is expected to be completed in late 2025.

Directions Issued Under Section 125

Under section 125(1), if the IG is of the opinion that there is evidence of non-compliance with the CSPA or its regulations, the IG may issue Directions to prevent or remedy non-compliance. I did not issue any Directions under section 125 in 2024.

¹ The remaining 3 complaints received and accepted in 2024 were related to the IoP's broader issue-specific inspection of the Thunder Bay Police Service and Board.

Measures Imposed Under Section 126

If an entity fails to comply with a section 125(1) Direction, the IG is empowered to impose any of the following Measures pursuant to section 126(1) of the CSPA:

- Removing or suspending a chief of police, one or more members of a police services board, or the whole board;
- Appointing an administrator to a police service; or,
- Dissolving a police services board or disbanding a police service.

I did not impose any Measures under Section 126 in 2024.

Compliance with the CSPA

My statutory mandate requires a sector-wide and continuous assessment of compliance with the CSPA and its regulations. The IoP engages in various bodies of work to evaluate compliance and performance of police services, boards, and special constable employers, based on an assessment of risk:

- **Investigations of Public Complaints:** When serious concerns are raised—such as allegations that policing services were not adequately delivered, a board member engaged in misconduct, the suggestion of broader police governance failures, or systemic issues—an Inspector conducts a formal investigation. This process may include interviews, document reviews, an analysis of operational data, and other research to determine whether the entity is meeting its obligations under the CSPA. The Inspector then compiles and presents their Findings Report to the IG who determines whether misconduct or non-compliance has occurred.
- **Proactive Inspections:** The IoP also conducts planned inspections of police services, boards, and other policing entities to assess their compliance with CSPA standards for adequate and effective policing and police governance.
- **Monitoring, Advisory, and Liaison Services:** Through the work of the Policing Services Liaison Unit, we maintain ongoing engagement with Ontario's 43 municipal police services and boards, the OPP, 88 OPP detachment boards, 15 authorized special constable employers across the province, and the Nishnawbe Aski Police Service and Board who have opted-in to the CSPA. Advisors provide guidance on CSPA compliance, monitor developments across the sector, and serve as a vital link between the IoP and policing organizations—ensuring we remain responsive and informed about emerging issues, and provide guidance to address developing compliance issues, and advice on other opportunities for performance improvement.

Additional Prescribed Matters

I do not have any other prescribed matters to report on under this section.

A Snapshot of the IoP's Work in 2024

Creating a Policing Data and Knowledge Hub to Drive Intelligence-Led Decision-Making

Bridging Cultures: The Inspectorate's Commitment to Indigenous Policing



Building Strong Connections with the Policing Community



Forging National and Global Partnerships

Establishing Public Trust Through Transparency





Creating a Policing Data and Knowledge Hub to Drive Intelligence-Led Decision-Making

In today's policing environment, where evidence-based approaches are essential, data serves as a critical asset that supports informed and effective decision-making.

High quality data and analysis are essential for understanding areas of public safety risk, the gaps that need to be addressed, and the best practices in police service delivery and governance that should be shared and embraced to improve performance across the Ontario policing sector. Accurate and timely data collection enables the IoP to identify emerging issues and trends,

measure policing performance and promote transparency through reporting and data sharing.

The IoP's data collection efforts and analysis are integral to supporting our modern oversight function, and to improving transparency that will enhance trust in our work. To lay the groundwork for collecting and leveraging data from all police services and police service boards in Ontario – something that has never been done at this scale before – the IoP is working on several simultaneous fronts. Over the next few pages are the IoP's significant efforts in this area.

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“I find meaning in analyzing data to fulfill the IoP's strategic objective of propelling greater insights and foresights to address risks. I enjoy developing products to help my colleagues make data-driven decisions for improving Ontario's policing performance and thereby serving the public interest.”

*-Bharat Sharman, Data Scientist
Centre for Data Intelligence and Innovation*

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Data Collection and Analytics Initiatives

This past year, the IoP set out to develop and test two data collection initiatives with Ontario's municipal police services and police service boards. The **Police Services Information Form (PSI)** and the **Police Service Boards Information Form (PSBI)** were designed both to test the IoP's collection processes and obtain data that will establish frameworks to support consistent information sharing and reporting from the entire policing sector. The data obtained through the PSIs and PSBIs provide **unprecedented access to a range of information** related to the size, composition, operations and resources available to police services and boards. Equipped with this knowledge, the IoP is better able to support the IG's legislated duties under the CSPA, including monitoring compliance by police services, boards and special constable employers. This data will also **establish a baseline from which the IoP can measure police performance and support continuous improvement** in the years to come. We also recognize that the policing sector has important work to do, so our approach to collecting data is one that minimizes operational and administrative burdens.

The IoP greatly appreciates the engagement and responses received from the initial nine municipal police services and seven police service boards that piloted this data collection initiative. Their feedback helped optimize and expand the administration of the PSI and PSBI to all municipal police services and boards in late 2024. The lessons learned from this pilot project will be applied to future data collection initiatives, all enabling the IoP to gather and analyze data in a high-quality, standardized, and replicable manner.

Through its advanced analytics capability – driven by a dedicated team of skilled data scientists and data specialists – the IoP is analyzing the data collected and has begun to share the preliminary insights with the pilot group of police services and police service boards through insightful interactive reports. Over time, we will share the insights with the entire sector, reflecting our commitment to

transparency and collaboration. This work marks a significant first step towards achieving our strategic objectives of propelling greater policing insights and foresights to address risks and improving policing performance in Ontario.

The **Policing Insight Statement** is a first-of-its-kind, IoP-administered survey that provides a voice for police services and boards to highlight **important initiatives, current internal and external challenges, and their impact** on policing service delivery and governance in Ontario communities.

The Policing Insight Statement provides an important opportunity for the IoP to hear directly from those doing the work of delivering and governing policing services in Ontario and **provides a clearer picture of the current state of policing across the province**. These insights also support the IoP's planning, prioritization, research, and investigation of key sector issues that enables the identification of leading practices to promote continuous improvement. Surveys were sent to all 43 municipal police services and police service boards in late 2024, providing each service and board with an opportunity to provide the IoP with their unique perspectives. Key findings from these surveys have been integrated into the State of Policing section of this Annual Report.

The IoP is currently working with the OPP, special constable employers, and First Nations police services that have opted-in to the CSPA on tailored data collection initiatives, including the Policing Insight Statement. These additional data collection initiatives will start rolling out in 2025. Naturally, establishing the IoP's data collection approaches will take time and will necessarily evolve with learnings. Our strategy is to build in increments, consistently evaluating our progress to ensure it meets our objectives, delivers analytical insights of value, and ultimately, supports the IoP's work to drive improvements in the Ontario policing sector.

Implementation of the IoP's Case Management System

The ability to access important and accurate information in a timely way is a key ingredient to the successful operations of an oversight body with regulatory functions. To carry out the IG's legislated mandate effectively and efficiently, and leverage the data that the IoP collects to drive our risk-based compliance activities, a comprehensive Case Management System was built and implemented as part of the IoP's operational infrastructure.

In 2024, the IoP officially started accepting public complaints through the IoP's website, using its Case Management System. This system is the 'spine' that supports our mandated oversight activities, including:

- ➔ **Complaints intake, screening assessment, and assignment** to a member of the IoP's Investigations, Inspections and Police Service Liaison Unit for **investigation**, or, where the mandate of another policing oversight body is engaged by the complaint, the **referral** to either the Law Enforcement Complaints Agency (LECA) or the Special Investigations Unit (SIU).
- ➔ Leveraging analytics to provide clear, understandable information related to the **number, type, status, and progress** of complaints, inspections, and investigations.
- ➔ **Identifying trends and risks** to public safety and/or compliance with the CSPA that can inform the IG's monitoring and advisory functions, including whether a broader inspection or some other IoP intervention is warranted beyond the investigation of an individual public complaint. This includes the IG's ability to intervene in real-time to order another police service to deliver policing in an area when adequate and effective policing is not being provided, or when an emergency exists.

Bridging Cultures: The IoP's Commitment to Indigenous Policing

Under the CSPA and for the first time in Ontario's history, **First Nation Police Services Boards can choose to opt-in to the province's policing legislation** after engaging in a process with the Solicitor General. By opting to come under the umbrella of the CSPA, First Nations police services would receive access to the same level of support as municipal police services while adhering to the same provincial laws, standards and regulations, as well as the mandates of Ontario's policing oversight bodies, including the IG's.

I appreciate that to build strong working relationships with First Nations police services and

boards, **our team must build a deep and respect understanding of the communities they serve.** An important part of the province's commitment to Indigenous Reconciliation is to apply our work in a manner that acknowledges the generational harm of the past, while forging a more culturally aware future. To ensure that dedicated attention and expertise is part of how we deliver on this component of our work, the IoP's structural design includes a dedicated First Nations Policing Liaison Unit (FNPLU). The FNPLU's focus is to ensure the culturally responsive application of the IG's duties and authorities under the CSPA, specifically for those First Nations police services and boards that have opted-in to the legislation.

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“We work daily to understand the importance of history, culture, and tradition within First Nations communities – including how this history, culture, and tradition impact policing issues and the Inspector General’s compliance oversight mandate. Our dedicated First Nations Policing Liaison Unit is focused on applying our provincial oversight in a culturally respectful manner.”

-Ryan Teschner, Inspector General of Policing of Ontario

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The First Nations Policing Liaison Unit:

- ➔ **Provides support** to constituted First Nation boards, police services and chiefs of police, and applies the IG's advisory and monitoring mandate in a culturally responsive manner;
- ➔ **Supports the application of the IG's inspection and investigation mandates** in a culturally responsive manner that recognizes the unique First Nations context, thereby enhancing relationships and trust with First Nation communities as this work is carried out; and,
- ➔ **Facilitates the necessary training of the IoP team** to ensure that they have a cultural understanding of the history, resilience, and diversity of First Nations, Inuit and Métis people as they discharge their duties.

Working Together with the Nishnawbe Aski Police Service and Board

In September 2024, my team and I had the pleasure of meeting with the Nishnawbe Aski Police Service (NAPS) Board and senior police leadership. During this meeting, we explained my mandate and the approach that the IoP would be taking in executing my duties and authorities under the CSPA. This session served as a valuable exchange of information, as the Board and Service leadership shared meaningful insights into their work and the principles guiding their efforts on behalf of the communities they serve. I appreciated the opportunity to listen, provide information and answer questions, and open a dialogue as we embark on this new chapter in Ontario policing.

In December 2024, the NAPS Board marked a historical milestone when it officially opted in and was constituted as a First Nation board under the CSPA. The FNPLU is working closely with the NAPS Board and with NAPS's executive policing team to deepen relationships and provide support regarding the understanding and interpretation of the CSPA and its regulations. By opting-in to the CSPA, NAPS gains access to a modern oversight system that is culturally informed—an important step in strengthening trust and legitimacy in policing within the communities that NAPS serves. With NAPS now part of Ontario's policing oversight framework, the IoP will be able to, over time, develop a more complete and accurate picture of policing across the province, supporting better analysis, trend identification, and system-wide improvements. Ultimately, this helps ensure that more people across Ontario benefit from efforts to modernize and enhance public safety.

A Focus on Culturally Responsive Training

FNPLU's work in 2024 was focused on equipping IoP staff with an understanding of Indigenous history and culture in Ontario, with a specific focus on how this history informs modern policing approaches and issues. Specifically, the IoP:

- ➔ Partnered with Ontario's Ministry of the Attorney General Indigenous Justice Division to provide **Bimickaway training** to all IoP staff. Bimickaway focuses on justice sector employees within the Ontario Public Service **to provide an awareness and understanding about the history of assimilative government laws and policies targeting Indigenous Peoples**. This training challenges participants to consider and face their own perceptions about Indigenous Peoples and Canada's history. Bimickaway will better inform the work that the IoP will engage in with NAPS and any other First Nations Police Board that may become constituted under the CSPA's opt-in framework in the future.
- ➔ Worked with the OPP's Indigenous Policing Bureau to participate in a three-day **Indigenous Awareness Training** course for IoP Inspectors, prior to initiating the issue-specific inspection of the Thunder Bay Police Service on the handling of death and missing persons investigations. **IoP Inspectors had the opportunity to learn about the history, beliefs, customs, and traditions of Indigenous Peoples**, as well as issues impacting Indigenous communities. Chief Michele Solomon of Fort William First Nation was a guest speaker, along with representatives from the Thunder Bay Indigenous Friendship Centre.
- ➔ Worked closely with NAPS and its Board **to develop a Nishnawbe Aski Nation (NAN)-specific cultural orientation** for IoP members. Through this exchange, the IoP is working to ensure that our staff develop an understanding of NAN's individual communities as they engage in their oversight activities, including inspections, investigations, and monitoring for compliance.

I am committed to providing IoP members with the tools and resources they need to fulfill our mandate in a culturally appropriate way. I believe this will support respectful and effective oversight interactions with Indigenous police services, boards, and the Indigenous communities they serve.





Building Strong Connections with the Policing Community

The transition to the CSPA on April 1, 2024, marked an important modernization milestone for Ontario policing, police governance, and oversight. It was the first of literally a generation. When I assumed the role of IG, I committed to actively engage with the policing sector I oversee, to ensure they understood my mandate and how I intend to apply it, the role of the IoP, the new requirements under the CSPA, and to provide support in their transition to this new legislative framework.

In 2024, myself and members from across the IoP participated in various **local, provincial, and national meetings and conferences** where we provided information about my mandate, how the IoP approaches its work, our operations, and our priorities. These included conferences hosted by the Ontario Association of Chiefs of Police, the Ontario Association of Police Service Boards, the Police Association of Ontario, the Canadian Association of Police Governance, the Canadian Association for Civilian Oversight of Law Enforcement, and the Alberta Association of Chiefs of Police.

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Over the past year, working with Inspector General Teschner and the Inspectorate of Policing has been instrumental in advancing our shared goals of enhancing policing performance and public trust. The IoP's commitment to transparency, accountability, and collaboration has set a new standard for modern policing oversight and effective governance in Ontario. Together, we are making significant strides towards a safer and more trusted policing environment for all communities.”

*-Deputy Chief Roger Wilkie, 2024-2025 President
Ontario Association of Chiefs of Police*

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Inspector General Tours Across Ontario

In February 2024, I made a commitment to visit all 43 municipal police services and boards across the province, as well as the OPP. I believe it is **important for the IoP to meet one-on-one and in-person with both boards and senior policing command teams across the province** to introduce our team, share information about how we are approaching the delivery of my mandate, and hear about local challenges and opportunities directly from services and boards.

Through our “IG Tours,” my team and I had the privilege of **visiting 31 police services and boards across Ontario in 2024, with the remaining visits scheduled for 2025**. These tours proved invaluable, serving as a meaningful introduction to my role as IG, while also giving us direct insight into the realities of policing in different communities across the province. Many in the sector helped identify areas where further legislative change may be needed and offered thoughtful suggestions with respect to IoP priorities and operational approaches.

I was especially encouraged by how the Ontario policing sector welcomed us into their police headquarters and boardrooms. Meeting Ontario’s policing leaders in their own communities helps me and the IoP team better understand the unique challenges and opportunities they face.

Together, we engaged in **meaningful conversations about the future of policing and how we can collaborate to achieve our shared goal: making communities across Ontario safer**.



Supporting Change through Insights and Advice

To support the policing sector's transition to the new legislation, I issued my first Inspector General Memo in August 2024 along with five Advisory Bulletins. These Advisory Bulletins are what I use to communicate about the new aspects or requirements in the CSPA and its regulations, and provide my interpretation as the regulator to help guide the Ontario policing sector. These Advisory Bulletins are a resource for police chiefs, police services, police service boards and special constable employers as they navigate Ontario's new policing legislation. The first five Advisory Bulletins addressed the following topics:

- **Advisory Bulletin #1 – How Policing is Delivered:** advice on how to apply CSPA requirements to address local service delivery and assistance between police organizations, including what notifications should be submitted to the IG (CSPA, sections 14 and 19).
- **Advisory Bulletin #2 – Right to Disclose Misconduct:** information on the new ability for members of a police service or special constable employer to report misconduct relating to their own police service or employer, including procedural requirements and the role of the IG in relation to this subject (CSPA, section 185).
- **Advisory Bulletin #3 – Conflicts of Interest Regulation:** information and tools to support compliance with the requirements set out in the new Conflicts of Interest Regulation which addresses when a police service should not investigate one of their own members, outlining key decision points and notification requirements, as well as the corresponding Ministry of the Solicitor General-approved forms.
- **Advisory Bulletin #4 – Board Member Code of Conduct Regulation:** information on key requirements for board members with respect to handling potential misconduct and conflicts of interest, including when the IG must be notified.
- **Advisory Bulletin #5 – Forwarding Complaints to the IG:** outlines a process that can be used by chiefs of police, police service boards, and others to forward matters to the IG where a complaint falls within the IG's mandate, as required by the CSPA (CSPA, section 108).

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"The Inspectorate of Policing has emerged as a trusted and valued partner in supporting strong, transparent, and accountable police governance across Ontario. Their collaborative approach has helped police service boards navigate their evolving oversight responsibilities with greater clarity and confidence, reinforcing public trust in our institutions."

- Al Boughton, Chair Ontario Association of Police Service Boards

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I recognize that many of the requirements in the CSPA are new, and how they are interpreted and applied will impact the policing sector and the public. For this reason, I am committed to providing advice that will assist the sector in improving their compliance and overall performance.

As the IoP gains further operational experience and insights, and through ongoing engagement with Ontario's policing sector, I will continue to share information and advice through these IG Memos and Advisory Bulletins to support the sector in meeting requirements under the CSPA and its regulations. This is part of **my commitment to maintaining open and transparent communication**, emphasizing risk mitigation and performance improvement. The IoP will be dedicated to a **"no surprises" approach, ensuring our work is constructive and never a game of "gotcha."** IG Memos and Advisory Bulletins are available on the IoP's website as a resource for all to access.

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“The Inspectorate of Policing has already been instrumental in advancing modern and effective police governance in Ontario. Their dedication to transparency and accountability has significantly bolstered our efforts to ensure robust oversight and build public trust in our police services.”

- Lisa Darling, Executive Director, Ontario Association of Police Service Boards

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Forging National and Global Partnerships

In 2024, the IoP became the newest member of two important national police oversight organizations: **The Canadian Association for Civilian Oversight of Law Enforcement (CACOLE) and the Heads of Police Oversight Agencies**. I was also honoured to be elected to the CACOLE's Board of Directors during its 2024 Annual General Meeting.

Being a member of these organizations **enables us to forge strong connections with the full panoply of provincial and federal policing oversight agencies across Canada**. This creates a forum for the IoP to participate in an ongoing knowledge exchange, identify common challenges and solutions, and bring back ideas to our own work in Ontario.

In addition to this, my team has established strong connections with organizations around the world that are invested in improved policing performance through modern oversight. We are honoured to have forged strong working relationships with **Chicago's Office of the Inspector General, Police Scotland, Policing Authority Ireland and His Majesty's Inspectorate of Constabulary and Fire & Rescue Services**. We appreciate the ongoing willingness of these oversight organizations to share their perspectives. I am excited to continue our exchanges, learn from their insights, share our own experiences and ideas, and address common challenges together.

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“The best part of my job is getting to collaborate with leaders in policing and police governance to identify and address challenges and opportunities to improve policing across the province. Building trusting relationships allows me to identify potential issues and find solutions that benefit police services and the people of Ontario.”

*-Morgan Terry, Senior Manager of Strategic Initiatives
Office of the Inspector General of Policing*

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Establishing Public Trust Through Transparency

Transparency and openness about my mandate and the work of the IoP is at the heart of how we do what we do. Effective communication ensures that Ontario's policing sector, the government and the public are informed about the IoP's activities and findings, as well as decisions I am empowered to make to ensure adequate and effective policing in Ontario. **This commitment to transparency and accountability helps to build public trust and confidence in the oversight system**, ultimately increasing trust in Ontario's policing system – a key ingredient for policing by consent that is at the core of modern, democratic community policing.

The IoP's Communications Team is responsible for giving voice to my mandate and providing updates to the public and policing sector about the IoP's work through our website and social media channels (X and LinkedIn), responding to media questions, developing and issuing news releases, as well as creating content for stakeholder meetings, and presentations to the policing sector and more broadly.

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“My work at the Inspectorate of Policing is driven by the goal of improving the safety of everyone in Ontario, which inspires me to continue serving the public. I’m reassured that Ontario is supported by a dedicated oversight body that is working closely with the policing sector to contribute to this vital mission.”

*-Kiera Gentles, Administrative Coordinator
Office of the Inspector General of Policing*

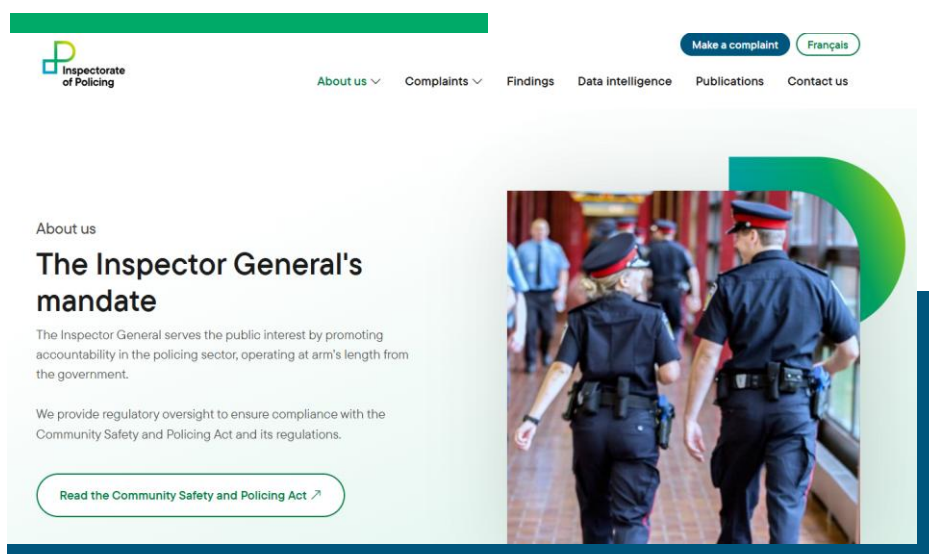
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Empowering Public Engagement through the IoP's Digital Presence

The IoP's website serves as a mechanism for the public and policing sector to learn about my mandate, the role and responsibilities of the IG and IoP, and other current information relevant to the oversight of policing in Ontario. It is also the primary vehicle for the public to file complaints with the IoP and then track the progress of their complaint through the IoP's Portal. Findings Reports that flow from any of the IoP's inspections or investigations, and IG Decisions about what Directions or Measures to impose to remedy non-compliance will also be posted on our website.

Copies of the communications and advice I issue to the policing sector through my IG Memos and Advisory Bulletins are also posted on our website.

The IoP also has a social media presence, providing updates on our work in both official languages through our X (formerly Twitter) and LinkedIn accounts, which launched on April 1, 2024, and has already developed a strong following.



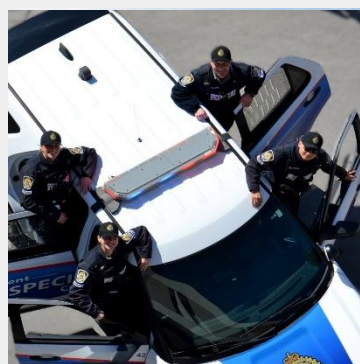
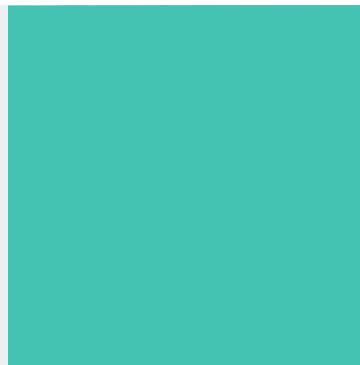
Keeping the Public Informed through the Media

In 2024, the IoP addressed **dozens of media inquiries**, covering topics from the IG's new mandate and role in Ontario's policing oversight system, to questions about potential or active inspections or compliance issues. This active engagement with the media underscores the IoP's commitment to transparency and public accountability, ensuring that we keep the public informed about key developments and activities. Members of the media can reach the IoP's

communications team through a dedicated email address and can join a mailing list by signing up through the media page on our website. This allows members of the media to be alerted whenever the IoP issues a news release or publishes a report.

The State of Policing in Ontario

The Inspector General of Policing's First Spotlight Report: Policing of Protests and Major Events



Pathways to Reconciliation : Indigenous-Focused Initiatives Across Ontario's Policing Sector

What We Heard from the Policing Sector



Successes, Opportunities and Challenges

Every year, as part of the IG's annual report, I will be sharing a comprehensive picture of policing in Ontario. Over time, this 'state of policing in Ontario' overview will be shaped by several sources, including trends in public complaints received by the IoP, analyses on the arrangements for the delivery of policing across the province, inspection results, and independent research conducted by our Centre for Data Intelligence and Innovation.

Sections 14 and 19 of the CSPA require police service boards to notify the IG whenever they enter into an agreement with another police service or the OPP to provide a specific policing function or temporary assistance. These notifications are essential for ensuring transparency, accountability, and enabling the IG to maintain oversight of adequate and effective policing across Ontario.

Together, these sources will help the IoP in painting a more accurate picture of how policing in Ontario is delivered, including potential challenges and risks that can inform future inspections and other IoP oversight interventions.

In this year's Annual Report, I am focusing on highlights from the IoP's first-ever Spotlight Report on Public Order Maintenance, which reviewed all municipal police services and the OPP. In late 2024, we also launched the IoP's Policing Insight Statement which was sent to Ontario's 43 municipal police services and boards. Their responses gave us valuable insight into the challenges they are facing and the steps they are taking to improve policing and better serve communities across Ontario. Common challenges and successes that they shared through their completed statements have also been highlighted in this section.



First Spotlight Report: Policing of Protests of Major Events

Often sparked by provincial, national, and global issues, Ontario has seen a rise in protests and demonstrations that require increasing police resources.

Between May 2023 and February 2024, the IoP conducted an inspection to ensure compliance with provincial Public Order Maintenance requirements, focusing specifically on public order unit (POU) standards by all municipal police services and the OPP. This inspection was conducted under the former *Police Services Act*, prior to the implementation of the CSPA and the

establishment of the IG's authority. It also served as a 'trial run' for the IoP's new inspection methodology before official inspections under the CSPA began. Given these circumstances and the continued relevance of the inspection's analysis to the policing sector and Ontario government, **the findings were published in a broader, Ontario-wide context, along with 12 recommendations directed to police services, boards, and the Ontario Ministry of the Solicitor General.**

The Findings and Recommendations

The IoP's first Spotlight Report includes my recommendations to ensure Ontario's policing sector can continue to meet the growing demand and complexity of public protests and demonstrations while delivering effective, community-focused policing.

Overall, I concluded that **the state of public order policing in Ontario is strong**. The legal and governance infrastructure that should surround POUs and their operational work is generally in place in the form of police service board policy and governance, chief of police procedures and direction, and operational planning processes. Ontario POUs have proven themselves to be generally responsive to emerging and evolving conditions, where they can deploy effectively in both planned and unplanned circumstances.

However, I note that **there are signs of strain within the system**, such as officer well-being and difficulty recruiting new members to join POUs, the increased cost of policing, and some services not having a debrief as part of their post-event process.

In line with my commitment to transparency, and to enhance the public's understanding of key aspects of policing delivery, the Spotlight Report was publicly released and published on the IoP's website in May 2025.



Highlights of the Spotlight Report's findings include:

- ➔ POU deployments in Ontario have **increased over 184 per cent** between 2018 and 2022.
- ➔ Despite the increase in deployment trend, there were **no situations** where current POU resources – either from the 'home' police service or a cooperating police service – were unable to respond to an event within a reasonable amount of time.
- ➔ At the time of inspection, public order maintenance was delivered **through 11 dedicated POUs**, which were provided across the province by **ten municipal services and the OPP**, leaving many services relying on another police service to deliver this core function through a cooperative agreement.
- ➔ The inspection discovered **a few challenges**, including recruitment of new officers into POU units and the strain on existing officers given the increasing demand, minor inconsistencies between the Chief's procedure and the local board's policy, and a lack of a debriefing process after a public order event.

To further strengthen Ontario's leadership in public order policing and enhance overall performance, I issued a series of recommendations to the policing sector and government. These include:

- **Strengthening Ontario's Public Order Response by Formalizing the Ontario Public Order Hub:** The Hub – made up of the OPP and the 10 municipal police services with public order units – plays a vital role in coordinating police deployments for large or unexpected public events across the province. To build on its success and ensure long-term sustainability, I strongly recommend that the Ministry of the Solicitor General make the Hub a permanent fixture of Ontario's policing system which could occur through amendments under the CSPA.
- **Ensuring All Communities Have Access to Public Order Policing:** Municipal police boards who do not have their own POUs must ensure they have valid agreements in place to have another board or the OPP Commissioner provide POU services, in compliance with section 14 of the CSPA. Police services, governed by local police service boards, must maintain a constant state of readiness to ensure public safety is delivered, particularly when unpredictable mass gatherings occur in local communities.
- **Enhanced Training for Public Order Unit Officers:** Under the CSPA, all officers assigned to POUs must now complete mandatory training on safe crowd management and maintaining public order. I recommend police services go beyond this requirement by offering additional training tailored to the specific communities and contexts in which they operate. This could include culturally sensitive approaches that support better communication and more effective management of public events.
- **Further Integration of Partnerships into Public Order Responses:** POUs reported that working with external emergency partners such as fire services and medical professionals improved safety for both the public and police during large events. I recommend police services formalize these relationships through written agreements that clearly outline roles and expectations, and that the Ministry of the Solicitor General eventually make these agreements a requirement under Ontario's policing regulations.

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“The reality is that the scope and magnitude of public order events are taking on a new shape. This new shape makes it evident that public order policing is a whole-of-province priority and responsibility. With this responsibility, comes a need to open up important discussions on how to sustain the “some delivering for all” approach to public order policing in the long-term. To maintain the highest level of public order policing provincially amid rising demand and complexity, we need to invest in it appropriately to ensure it is not stretched too thin.”

- Inspector General of Policing's Spotlight Report: Policing of Protests and Major Events: Public Order Maintenance in Ontario (2023 -2024)

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Future Spotlight Reports

I commit to publishing future Spotlight Reports to further develop the overall provincial picture of policing and police governance on various topics of interest to the policing sector, the government, and the public. We will shine a constructive light on any compliance shortfalls we discover, identify how to improve compliance and performance overall, and promote leading and promising practices across jurisdictions so that Ontario can continue to distinguish itself as an international policing and police governance leader.



What We Heard from the Policing Sector

The IoP has created various channels to ensure we have our finger on the pulse of Ontario's policing sector and keep open lines of communication with police services, the boards that govern them and special constable employers. This allows us to quickly identify compliance issues early on and steer them in the right direction before they become problems that impact public safety.

In 2024, I visited 31 of Ontario's 43 municipal police services and boards in the local communities that they serve. During each one of these visits, I actively listened to police chiefs, deputy chiefs and senior policing leaders, board members, and other stakeholders who generously shared their perspectives, successes, and challenges in meeting demands and public expectations. What I heard was inspiring, informative, and helpful in directing my focus as IG towards the unique opportunities and challenges across the province.

Over the next few pages, I highlight some of the common challenges that services and communities of all sizes are facing across Ontario's diverse policing landscape. As a testament to the dedication and determination of the sector in addressing each of these challenges head on, I am also highlighting several impactful initiatives that are already making a real difference.

I would also like to acknowledge that this is not an exhaustive list, and some initiatives may be offered in similar variations by services that are not explicitly mentioned below. However, those captured here represent shining examples of innovation and commitment to providing adequate and effective policing service to all Ontarians, especially the most vulnerable in our communities. I will continue to use my Annual Report to profile more examples of how Ontario's police services and boards are delivering on their public safety mandate.

Officer Wellness and Resource Strain

Police services at both municipal and provincial levels are facing significant challenges related to officer wellness. Increased short and long-term absences due to stress and psychological injury are straining staffing and resources, contributing to employee burnout and lower morale. This issue is particularly acute for smaller services with fewer frontline staff, resulting in gaps in service delivery and further impacting the wellness of remaining members. Wellness-related staffing shortages sometimes require services to operate on a priority response basis, limiting their ability to be proactive and preventative in communities, offer specialized services for complex needs, and engage more deeply with the residents and organizations they serve.

Facing these realities, police services have implemented various strategies and approaches that promote health and wellness among their membership and effectively reintegrate officers into the workplace after short and long-term absences.



One of these approaches include **Barrie Police Service's** mental health incentive that encourages members to make use of their psychological benefits to earn eight hours of lieu time once benefits have been accessed.



The **Chatham-Kent Police Service** has already experienced the benefits of a dedicated Health and Wellness Coordinator that helps develop, implement, and evaluate a variety of wellness strategies, by seeing a reduction in sick days, improved performance, morale, and job satisfaction, risk reduction and cost savings. The focus on officer wellness has also created a more accepting and understanding organization surrounding the stigma of mental health.



Cornwall Police Service's Community Safety Officer positions are staffed by officers returning to the workplace following short- and long-term absences. This operational area provides two important benefits: providing meaningful work to officers reintegrating into the workplace, and diverting low priority calls for service away from the frontlines and alleviating the burden on the community patrol division.



Officer Wellness and Resource Strain



By prioritizing hiring of sworn and civilian members to meet growing operational demands, the **Ottawa Police Service's** staff stabilization strategy has led to improved morale and reduced workload for existing members. Launched in March 2024, Ottawa's expanded District Special Constable Program has taken on a range of duties – from helping with mental health hospital escorts to managing road closures and crime scene security – and responded to 940 calls for service in 10 months, saving more than 2,540 hours of frontline duty that can be reallocated elsewhere.

Experienced Ottawa Police Service officers also help instruct law enforcement personnel from across the province at the newly established Eastern Ontario Special Constable Training Centre (EOSCTC), a cutting-edge facility that provides comprehensive, practical training that is both provincially mandated (e.g., annual use of force certification) and specialized in a range of legal and tactical subjects (e.g., Scenes of Crime Officer course). By learning from those who have been in the field and understand the modern challenges that officers face, EOSCTC trainees are better equipped to meet demands through training that is current and effective.



EOSCTC
EASTERN ONTARIO
SPECIAL CONSTABLE
TRAINING CENTRE

The promising outcomes of these initiatives highlight the reciprocal connection between officer wellness and available resources to meet demands for service.

A Unified Crisis Response is Needed for Vulnerable Communities

A prominent theme identified by most services and boards involves police officers responding to individuals experiencing a constellation of often intersecting issues related to mental health crises, addictions, and homelessness. These complex cases require significant and increased support from other emergency, social and health-related services to alleviate the burden that is disproportionately placed on police to respond 24 hours a day, 7 days a week, 365 days a year. Police services and boards have also highlighted that in the absence of effective, long-term, and holistic solutions, law enforcement often becomes the default response – even when it may not be the most suitable one.

Responding to these human and complex matters places significant strain on police service members and stretches limited resources thin.

Many police services are addressing this challenge through various alternative response initiatives that deploy units comprised of police officers and qualified social and health service professionals to respond to calls involving individuals experiencing a mental health crisis.

However, many services have noted that a lack of consistent, long-term funding can jeopardize the sustainability of these programs.



St. Thomas Police Service's CRU-SADER Youth

Engagement Initiative focuses on the health and well-being of vulnerable youth, including children at risk of victimization or engaging in criminality, and establishes ongoing positive connections between police officers and young people in the community.

This strategy sees the St. Thomas Police Service and Canadian Mental Health Association (CMHA) Mobile Outreach Support Team work closely with social workers to engage vulnerable youth in non-traditional programming in environments outside of a school setting. By working together with parents, this initiative also addresses trending issues with community-based solutions to build positive relationships and prevent criminality among at-risk youth.



A Unified Crisis Response is Needed for Vulnerable Communities

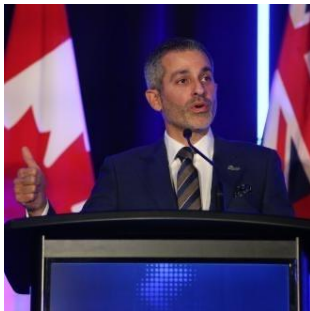


The Toronto Police Service Mobile Crisis Intervention Team (MCIT) partners specially trained police officers with mental health nurses from six healthcare networks and hospitals across the city. The program consists of 25 police officers, and 35 full-time, part-time, and casual mental health nurses, and operates in 16 divisions across Toronto. When MCIT attends a call, they will make an immediate on-site clinical assessment of the person in crisis and arrange an appropriate follow-up service or referral. The MCIT's mandate is to enhance the quality of service delivered to persons experiencing a mental health crisis and remove these individuals from serious harm to themselves or others. Since 2021, the Toronto Police Service has responded to over 30,000 mental health-related calls a year. In 2024, MCIT responded to 6,323 events and diverted 4,128 interactions from involuntary hospital attendance.



The **Barrie Police Service** successfully piloted their CARE team (Community Alternative Response and Engagement), which dispatches paramedics and CMHA crisis workers to social disorder calls where weapons are not present. This is an evidence-based approach, modelled after measured and effective programs in the United States. These responses allow a more comprehensive and client-focused approach to complex critical cases and assist the most vulnerable members of our communities to make sure the right care is provided by the right service in a timely way. Data shows that CARE was able to dedicate nearly 1,000 frontline hours to individuals in crisis in the City of Barrie since October 2024. It has successfully diverted 230+ calls for service away from police and found that nearly 60% of clients served were not previously connected with mental health supports.

“



“I believe that those who put a uniform on every day, who have to run towards danger so the rest of us can run away from it, are heroes, and that those that support the front-line also play an integral role in keeping us all safe.

I also believe that those who invest their time in bettering the police governance that communities rely on to ensure police services are delivered in a manner that aligns with community needs and priorities, are giving their time to a noble cause.”

- Ryan Teschner, Inspector General of Policing of Ontario at the Employment and CSPA Summit, February 2024

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Repeat Offenders and Judicial Processes

Court backlogs and the presence of repeat offenders in the legal system have been identified as significant challenges for Ontario's police services. A significant proportion of municipal police services identified some of the more specific concerns they are observing in the criminal justice system, including:

- The bail system that is seen to criminalize individuals with complex health and social issues, but ineffectively address criminality and recidivism, especially among perpetrators of intimate partner violence (IPV) and auto theft.
- Significant court backlogs and disclosure requirements that increase officer time spent in and preparing for court, reducing frontline capacity and increasing overtime costs. One police service also highlighted the negative impact on victims who must continually relive their experiences by preparing for and attending court proceedings that are often delayed.

Several Ontario police services have developed unique initiatives in an effort to address these issues, and some of the crime trends that underlie them, including:

- ➔ Police services of all sizes such as **Owen Sound, LaSalle, Windsor, and York Regional Police Services** have created bail compliance and warrant apprehension (BCWA) units comprised of both sworn and civilian members to track repeat offenders and ensure bail conditions are being followed. Due to the proactive efforts of the Owen Sound Police Service BCWA, as one example, the number of individuals charged for reoffending while out on bail in 2024 (156) was almost double the number of apprehended reoffenders in 2023 (80).



Joint BCWA unit with Windsor and LaSalle Police Services.

- ➔ **The Ontario government** launched its Provincial Bail Compliance Dashboard – a new tool designed to help police services monitor and manage high-risk offenders who are out on bail for firearms-related offences. The dashboard allows police to consolidate and share real-time information about individuals on bail, improving situational awareness and enforcement of bail conditions right across the province. It is currently being used by the **OPP, Toronto, Peel, York, and Guelph Police Services**, with availability extended to all municipal and First Nations police services in Ontario.

Repeat Offenders and Judicial Processes



The **OPP** has launched several units and projects dedicated to addressing various aspects of this multifaceted challenge. The Detachment Abuse Issues Investigator (DAII) program created 70 specially trained detective constable positions across the province. Their presence within OPP detachments is essential to ensuring members are equipped to recognize, respond to, and thoroughly investigate incidents of abuse, all while prioritizing the needs and safety of victims and survivors through trauma-informed and victim-centered lenses.

Part of their larger Bail Support Team, the OPP expanded the Repeat Offender Parole Enforcement (ROPE) Squad from 5 to 10 teams strategically deployed throughout the province to apprehend high-risk offenders who are unlawfully at large. This enhancement contributed to a record number of 1,583 arrests of high-risk offenders in 2024 – a 30 per cent increase over 2023.

Pooling resources with police services across the Greater Toronto Area and Criminal Intelligence Service Ontario, the OPP also established a Provincial Carjacking Joint Task Force (PCJTF) which was an interim initiative from December 2023 – March 2024 that led to significant arrests, charges, seizures and recovery of vehicles and firearms. Through inter-provincial and national collaboration, the OPP's Provincial Auto Theft and Towing (PATT) Team launched Project Vector, which disrupted the illegal exportation of stolen vehicles at the Port of Montreal. As of March 2025, Project Vector has recovered 1,591 vehicles stolen from both Ontario and Quebec that are connected to various types of crimes, including carjackings and home invasions, with a value of more than \$130.5 million.



Brantford Police Service established a civilian Crown Disclosure Team to streamline processes for all required disclosure documents, ensuring that the Crown's Office receives comprehensive and complete disclosure packages prior to court appearances, reducing subsequent requests and improving efficiency of criminal justice proceedings and outcomes.

Financial and Operational Challenges to Modernize Policing

As communities grow and policing needs become more complex, police services and boards continue to point to the rising costs of policing as a significant challenge. This is especially so for smaller police services that provide policing to neighbouring communities and struggle with sustainable funding sources.

In a range of policing operations, technology has proven to drive effectiveness and efficiency. Balancing fiscal responsibility and increasingly sophisticated operational demands also complicates efforts to modernize aging infrastructure and invest in much-needed technology, including mandatory upgrades to communications systems, the roll-out of body-worn cameras, the use of virtual reality training approaches and expanding data and analytical capacity.



One innovative example of a police service tapping into emerging technology is a program founded by the **Belleville Police Service** called CAMSafe. More than one dozen municipal police services, including **Hanover, Ottawa** and **Waterloo**, have worked together with municipal and community partners to introduce this no-cost program where residents and business owners can register their personal security cameras and consent to provide police services with relevant footage that can assist with criminal investigations. The program has also been adopted province-wide by the **OPP** and has received endorsement by the **Ontario Association of Chiefs of Police (OACP)**.



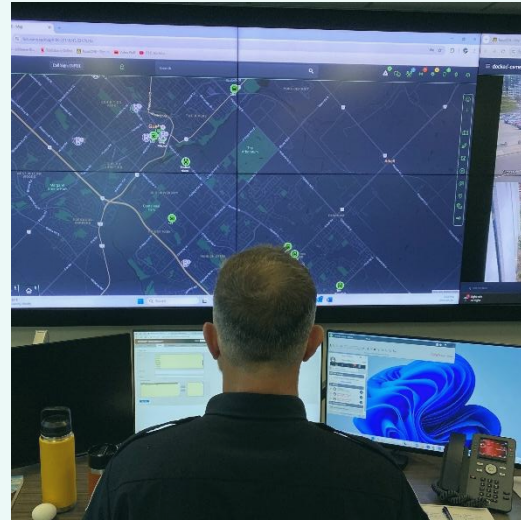
Cornwall Police Service's Digital Evidence Management Unit was established to modernize administrative processes that support front-line officers in their efforts to keep the community safe. Comprised of three dedicated members, the Unit ensures the efficient operation and organization of a newly adopted digital evidence platform. By liaising with community stakeholders, leveraging modern technology, and continuously seeking innovative solutions, the Unit plays a key role in enhancing both the investigative process and court proceedings.



Financial and Operational Challenges to Modernize Policing



Leveraging integrated camera feeds from multiple sources, the **Guelph Police Service** has established a Community Safety Operations Centre (CSOC) to increase community safety in the downtown core. Using innovative software, the CSOC provides frontline officers with guidance on the appropriate response to calls generated within camera boundaries, including the dispatch of available units or diverting non-emergency calls for later follow up and investigation. Since its inception, the CSOC has significantly reduced citizen wait times and delays in suspect identification, reflecting efficient issue resolution and streamlined communication.



Staffing Strain and Need to Better Meet Growing Diversity in Communities

Police services and boards identified several common staffing challenges that are being experienced across Ontario, particularly in recruiting and retaining adequate personnel levels to meet both increasing and increasingly complex demands. Succession planning and leadership development are also significant issues, as a high number of new hires results in a younger, less experienced workforce, with fewer seasoned officers available to supervise, mentor, and train newcomers.

Police service boards, like the services themselves, face high rates of board member turnover. This turnover reduces the return on investment for the completion of the CSPA's new mandatory training requirements, and leaves critical gaps in skills, institutional knowledge, and momentum that impact the effectiveness and efficiency of a board's governance functions.

Additionally, both services and boards emphasize the importance of ensuring their members are representative of the diverse communities they serve. They recognize the need for inclusive policing approaches to better reflect and address the growing diversity within their communities. Taking action on this front, police services have developed creative approaches for increasing inclusive policing within their communities:



➔ **Peel Regional Police (PRP)** has launched two unique recruitment strategies to address challenges related to staffing and diversity:

- **Experienced Officer (EO) Incentive Program:** Developed in collaboration with the PRP Police Service Board and the Peel Regional Police Association, this program offers a financial reward to members who refer experienced police officers that are successfully hired by PRP, which costs significantly less and saves approximately 37 weeks of training time compared to a new recruit. PRP has been successful in hiring 11 EOs over the past two recruit classes, resulting in immediate cost savings and improved efficiency of staffing.
- **30x30:** In October 2024, PRP was the first service in Ontario (and sixth in Canada) to take the 30x30 Initiative Pledge, which is part of an international movement to increase the representation of women in police recruitment classes to 30% by 2030, and to create a culture that intentionally supports the success of qualified women officers throughout their careers. Other outreach events like the FIT Bootcamp Mentorship Program for Women, Ladies' Night Information sessions, and the Women in Policing Symposium reflect PRP's commitment to ensuring visibility and support of female members.

Staffing Strain and Need to Better Meet Growing Diversity in Communities



The **Ottawa Police Service** Recruitment Strategy focuses on increasing diversity by actively engaging with underrepresented communities through targeted outreach and recruitment initiatives. It includes mentorship programs and support networks to assist candidates from diverse backgrounds throughout the application process, as well as application fee waivers and financial assistance for training and educational programs to ensure that qualified applicants are not deterred by economic constraints. By prioritizing equity, diversity, and inclusion, the strategy aims to build a police force that mirrors the multicultural makeup of Ottawa, thereby enhancing its ability to serve the community effectively.



Transitioning to the New Requirements of the Community Safety and Policing Act

Several police services and boards expressed difficulties related to allocating resources (i.e., personnel, time, and budget) to understanding, developing, implementing, and tracking changes to policies and procedures in accordance with new requirements under the CSPA. Many boards, particularly smaller ones with fewer resources, expressed a need for full-time administrative support and enhancing analytical capacity to assist with this transition. These more short-term, operational needs can impact boards' ability to set and monitor the achievement of long-term strategic goals.

Municipal police service boards also commonly cited a lack of understanding of their governance roles and responsibilities by members of the public, local municipal and regional councils, as well as the police service. To remedy this, several boards noted plans to increase public engagement, outreach, and education through their website, holding town halls and community events, and administering community surveys.

- ➔ Some police services and boards are demonstrating leadership in the development of thoughtful policies and processes that address new CSPA requirements and add value to the board's governance function. For example, the **Halton Regional Police Service Board** became the first in the province to adopt a policy for the Provision of Adequate and Effective Policing under the CSPA. This new policy focuses on community safety through assessing, establishing, verifying, funding, and modifying the police service's capabilities and responsiveness as well as the strategic outcomes of policing functions. The Board's approach to ensuring the delivery of adequate and effective policing occurs through a lens that takes into consideration the unique circumstances of the local community, comparator communities, and best practices. The Policy will be regularly reviewed and updated, ensuring it remains relevant and achieves its governance aims.
- ➔ The **Chatham-Kent Police Service** has undertaken a comprehensive and strategic transition to align with updated requirements of the CSPA, including updating policies and procedures, enhancing officer training to meet or exceed requirements, investing in new and enhanced safety equipment for responding officers, and increasing public education efforts to promote awareness and compliance. In addition, the Service has established key documents and processes that they have actively shared with the sector to facilitate their transition to the CSPA, including a Special Constable Request for Appointment form and a framework for performance evaluation of the Chief of Police by the police service board.

Through its Police Service Advisors, the IoP is working closely with boards to provide advice, understand new requirements under the CSPA, and support them through this transition.



Pathways to Reconciliation: Indigenous-Focused Initiatives Across Ontario's Policing Sector

Front-line policing to First Nations communities is provided through a variety of service delivery models, including direct policing by:

- A First Nation police service or municipal police service under the CSPA;
- The OPP;
- Options established through tripartite agreements under the federal First Nations and Inuit Policing Program.

The following initiatives reflect the policing sector's ongoing commitment to serving, engaging with, and learning from Indigenous communities, while also advancing meaningful pathways toward truth and reconciliation within Ontario's policing landscape.



The **Greater Sudbury Police Service** has expanded an Indigenous-focused initiative to support identified at-risk Indigenous youth. In collaboration with Sudbury Restorative Justice, these youth are referred to the two-week Mooz Akinonmaaget Maa Aki (Moose Hunt) program, which is facilitated by Elders, mentors, and the police service's members. By integrating Indigenous traditions and restorative justice practices, this program provides a supportive and culturally responsive environment for youth, reinforcing the police service's commitment to community-led programs and positive youth development.



The **Toronto Police Service Board** established an Indigenous Engagement Advisor position to develop, lead, and implement board engagement strategies with First Nations, Inuit, and Métis members of the diverse urban Indigenous community of Toronto, including youth, Elders, and Knowledge Carriers, and Treaty and Territorial Rightsholders. Since the implementation of this role, members of the Indigenous community have been actively involved in both the Board's policy development and the shaping of its strategic plan. This engagement has ensured that Indigenous voices, experiences, and priorities are not only heard, but meaningfully reflected on issues ranging from systemic racism to mental health, youth well-being, and accountability. The involvement of the Indigenous Engagement Advisor continues to guide the Board in building relationships rooted in respect, reciprocity, and a shared commitment to reconciliation.



Operation Northern Exposure 2024 was a 5-month outreach opportunity involving the **NAPS**, the **Halton Regional Police Service**, **Peel Regional Police** and **York Regional Police** and supported by the **Ontario Association of Chiefs of Police**. Officers from southern Ontario were deployed for two-week periods to join NAPS officers in the northern communities of Kashechewan, Fort Albany, and Attawapiskat and learn about Indigenous culture, strengthening police-Indigenous relationships, and supporting truth and reconciliation efforts. The exceptional partnership between police services allowed officers to build positive relationships with their NAPS counterparts as they created strong bonds with band leaders and residents and learned more about community policing in Indigenous communities. Listening to survivors, families, and elders taught officers how important it is to consider the history of each community when interacting with them.



Peel Regional Police officers delivering donated toys to northern communities as part of Operation Northern Exposure. Source: Ontario Association of Chiefs of Police

Looking Ahead

The IoP's 2024-2027
Strategic Plan

Establishing
the IoP's
'Centre of
Excellence'

Building a
Policing
Performance
Measurement
Framework



Transforming
Compliance:
Releasing our
Enhanced
Monitoring
Framework

Preparing for a
Thematic
Inspection:
Police Response
Times

Enhancing
Border Safety:
Monitoring
Ontario Police
Operations



The IoP's 2024-2027 Strategic Plan

In April 2025, coinciding with the first anniversary of our operations, the IoP released its inaugural Strategic Plan. This Plan serves as a roadmap, guiding the IoP in fulfilling its mandate and achieving its vision over the next three years. It outlines our strategies and the specific actions we will undertake to create a lasting, positive impact on Ontario's policing sector and the diverse communities we all serve. The Strategic Plan is available to the public on the IoP's website.

Over the next three years, the IoP will focus on three key objectives:

**We will improve Ontario's policing
performance and set a global
benchmark**

We will serve the public interest

**We will propel greater insights and
foresights to address risks**

The IoP is now establishing key performance indicators (KPIs) for each objective in our Strategic Plan. Once we establish our KPIs, we will detail them and our achievements in my future annual reports, tracking our progress.

Establishing the IoP's 'Centre of Excellence'

The IoP's vision is to **improve policing performance to make everyone in Ontario safer**. To achieve this, we must create the conditions for Ontario's policing sector to go beyond mere compliance and strive for excellence.

Establishing a **Centre of Excellence** within the IoP has been woven into our foundation since our inception and is a core deliverable in our Strategic Plan. Our goal is to significantly impact the policing and police governance landscape in Ontario by promoting best and leading practices while driving continuous improvement.

Two core principles are at the heart of what the IoP's Centre of Excellence will achieve:

- **We want to share what is already there** through identifying and promoting leading practices that already exist and have the potential to benefit all Ontario police services and boards; and,
- **We want to look around corners** by conducting research and engaging with police leaders to proactively tackle emerging issues and identify potential solutions.

The IoP team has begun work on the key pillars and functions of a Centre of Excellence. The first pillar will be to **identify and advise on leading practices, including resources and information related to police operations and its governance**. The IoP will share local knowledge and practice for wider provincial benefit and also provide the IoP's commentary and advice for improvement to raise the collective bar across the province.

Second, we are developing the concept for an **IoP Advisory Collaborative**, which would bring together **expertise and experience to support capacity building for police service boards and**

chiefs of police. This Advisory Collaborative would be a partnership between the IoP, the Ontario Association of Police Service Boards and the Ontario Association of Chiefs of Police that would work with the mandates and strengths of our respective organizations to provide holistic, responsive supports for boards and chiefs of police that leverage peer networks and resources as appropriate to address specific challenges and gaps. Here, the collective power of the IoP, as a provincial policing oversight body, and participating associations can be applied for local benefit.

Third, we will seek to tackle **significant and cross-sector issues and identify actions to improve performance by hosting Ontario's policing sector at an annual Inspector General of Policing Roundtable** that will be issue-specific and action-oriented. The Roundtable will create an important forum to share research, trends, experiences, and lessons learned to arrive at concrete next steps that will improve performance across Ontario's policing sector overall. Not only would the IoP actively ask if and how we can help drive or make improvements, but we would aim to bring together provincial and national knowledge and expertise for the benefit of all Ontario police services and boards, to address an identified topic.

Finally, we will create an **IoP Advisory Council — a channel for ongoing sector input, subject matter expertise, and advice on the IoP's work**. The Advisory Council will include cross-sector representation and will advise on the development and effective implementation of IoP initiatives, from research and data collection to inspections, ensuring our work adds the greatest value for the sector we oversee, and the public we serve.

Building a Policing Performance Measurement Framework

In April 2024, I committed to developing a Policing Performance Measurement Framework for Ontario. The Framework will increase the IoP's understanding of how well police services and boards are performing, how adequately and effectively policing services are being delivered locally or provincially and highlight areas of strength and potential intervention. **The Framework will also help strengthen public confidence and trust through transparent reporting on performance across the sector.**

The performance measurement experts at the IoP have made significant strides in creating an evidence base on which our Framework will be premised. This work has included:

- **Conducting a comprehensive environmental scan of national and international police performance measurement frameworks**, analyzing these frameworks to identify components of interest, and reviewing academic literature, reports from auditors general and Ontario's Office of the Chief Coroner, as well as reports of commissioned inquiries, to ensure that our work is informed by an understanding of relevant research and evidence.
- **Engaging with policing research experts from academia, and international organizations** involved in police performance measurement from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services and Police Scotland, to gain a broader perspective as well as understanding key lessons learned in undertaking the development and application of a performance measurement framework in the policing context.

The development of a Policing Performance Measurement Framework for Ontario policing is an entirely new and important body of work. The Framework will take time to build, and to get right. Therefore, **we will build our Framework incrementally, constantly testing what we have done to ensure it achieves our goals and provides value to the public and the Ontario policing sector.** The Framework is one important area that will bring to life the IoP's vision of data-informed decision-making that drives improved overall performance in Ontario policing. It will also serve as an important source of information to identify emerging risks in the sector so that we can apply the right tools in our oversight toolbox to effectively address them.

“



“I am proud and excited to be part of a team that is committed to driving improvements in policing for everyone at the table – the public, police services, boards, and the dedicated officers who keep us safe. It is deeply fulfilling to apply my expertise as an applied police researcher to making a positive impact in my own community and across the province.”

*-Dr. Paula Di Nota, Senior Performance Measurement & Reporting Analyst
Centre for Data Intelligence and Innovation*

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Transforming Compliance: Releasing our Enhanced Monitoring Framework

An important and unique ingredient to the execution of the IG's mandate lies in the dedicated efforts of our Police Services Liaison Unit. This Unit provides **essential monitoring, advisory, and liaison services** to support all Ontario police services and boards, as well as special constable employers and prescribed policing providers. The members of the Unit are at the forefront of helping the sector adapt to the requirements of the CSPA and its regulations, providing advice to assist with ongoing compliance and performance improvement, and are the 'face' of the IoP's work as it unfolds in the communities where policing and its governance takes place.

Our Police Services Advisors work to ensure that:

- Emerging issues that could impact the delivery of adequate and effective policing in Ontario are quickly identified, and monitor to confirm that corrective action is being taken locally; and,
- If issues are substantial and resolution does not seem likely, these issues are escalated so that additional corrective action can be taken locally, or, if necessary, by the IG through the application of the authorities available under the CSPA.

To ensure a consistent approach to overseeing the entities under the IG's mandate, the IoP is developing an **Enhanced Monitoring Framework**. This Enhanced Monitoring Framework will detail actions the IoP will take when either identified compliance issues remain unresolved, there are indicators of board governance dysfunction, or systemic issues exist within a policing entity. Our Enhanced Monitoring Framework is being

designed to support compliance, with a **strong focus on identifying, assessing, and mitigating risks before they impact public safety**.

When an entity moves into "enhanced" monitoring, the IoP will provide additional supports to address the identified concerns, and will:

- **Notify the entity**, including reasons for enhanced monitoring and a specified review period;
- **Increase involvement** by the assigned Police Services Advisor and other members of the IoP, if applicable; and,
- **Create an action plan** between the entity and the assigned Police Services Advisor, including defined actions and timelines to remedy areas of concern and ensure compliance.

Our Enhanced Monitoring Framework will be founded on the key principles of independent oversight, transparency, and collaboration.



Preparing for a Thematic Inspection: Police Response Times

When the public calls on the police to protect them, every second counts. Response time – the time it takes for the police to respond to emergency and non-emergency calls – is an important indicator of police performance. It is also an indicator that can impact public confidence in local policing. In recent years, police services, police service boards, and communities across the province have identified response time as a critical issue. We have also observed this issue as a trend in complaints the IoP has received from the public about adequate and effective police service delivery, as well as in the responses of police chiefs and boards to our Policing Insight Statement survey. Clearly, there is wide interest in examining police response time more closely.

The IoP's work on police response time in Ontario **reflects our commitment to meeting the needs of the public and using our oversight mandate to address the most urgent challenges in Ontario policing.** We recognize that addressing such a large-scale issue takes time and will not be resolved by a one-size-fits-all solution, so we will engage in several activities to create a thoughtful and evidence-based approach to our work in this area.

We have already begun by conducting independent research on the topic of response times, including a literature review and jurisdictional scan to gather available information on response times from all 43 municipal police services in Ontario, the OPP, and police services outside Ontario, both nationally and internationally. **A total of 80 sources were analyzed.** Our research found:

- **Limited publicly available information on response time data in Ontario**, with more comprehensive reporting found in national and international jurisdictions;
- **Inconsistencies** in the definition and calculation methods for response times by police services, making it difficult to have an objective grasp on how police services are performing in this area;
- A **wide range** of calls for service priority levels exist across police services, varying from three to seven levels, and with varying definitions and terminology; and,
- **Use of inconsistent metrics** in reporting response time data (e.g., average, median, percentile).

In addition, the IoP asked police services and boards questions about response times through our Policing Insight Statement survey. **Our analysis of the submissions identified response times as a province-wide issue**, as many police services have experienced an increase in their own response times, irrespective of size or location of service. The submissions also noted several challenges with capturing and reporting response time data, with some services highlighting the potential benefit of standardization.

From a governance perspective, some police service boards told us that they use information received on response times from the police services they govern — including average response time, dispatch and travel times, and average call wait and duration times — to help inform the board’s decision-making around the police budget, strategic planning, as well as staffing and resource decisions.

The information and knowledge gleaned through our research will help inform the IoP’s future work on response times, including a thematic inspection on the topic — all with a view to improving Ontario police performance in this important area.

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"I find it deeply rewarding to collaborate with dedicated professionals committed to advancing policing standards across Ontario. I embrace the challenge of evaluating systems and practices to ensure they uphold the highest standards, knowing that our collective efforts foster meaningful change and help build safer, more secure communities."

*-Nahid Almashni, Inspector
Inspections, Investigations and Liaison Branch*

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Enhancing Border Safety: Monitoring Ontario Police Operations

To enhance international border security and combat cross-border criminal activity, the Ontario government launched **Operation Deterrence**. The OPP's role in this provincial initiative is to support and collaborate with partner agencies on deterring, detecting, and disrupting criminal activity with a shared goal of enhancing border security. As part of the provincial initiative, the OPP increased proactive patrols in the air, on land, and on waterways in an effort to further deter, detect, and disrupt illegal activity at Ontario's border with the US. It is important to note that this work is carried out in collaboration with the OPP's federal, municipal, and Indigenous partners.

Part of the statutory mandate of the IG is to ensure adequate and effective policing and police governance is provided to all Ontario communities at all times. I rely on several tools to assess adequate and effective policing, including the monitoring, advisory, and liaison support of our Police Services Liaison Unit, evaluating themes arising from the public complaints we receive, and the analysis that flows from inspections of police services and boards that the IoP conducts. Given the size and scope of Operation Deterrence, I will be monitoring the operation closely to ensure that the OPP is able to continue to provide adequate

and effective policing throughout the province. As part of my monitoring mandate and along with my executive team, I was briefed by the OPP Commissioner and other members of the Commissioner's team on the work of Operation Deterrence, and how this work has been integrated within broader OPP operations and with other police services. Based on my assessment to date, **I am satisfied that the OPP is able to deliver adequate and effective policing throughout the province, as it increases its focus on the Canadian border.**





Acknowledgements

I would like to thank all boards, chiefs of police, and the members of their police services in Ontario, including the OPP and the Commissioner, for their assistance and cooperation during the creation of my Annual Report.

I also would like to thank the Ontario Association of Chiefs of Police and the Ontario Association of Police Service Boards for their ongoing support of my and the IoP's work.

Lastly, I want to express my gratitude to the many individuals in the IoP who were involved in the creation of my Annual Report and brought their talent and creativity to this endeavour.

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to make everyone in Ontario safer*

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Ce rapport est aussi disponible en français

FAQ

Forwarding of Complaints Under s. 155

Q: What kinds of matters should be forwarded to LECA?

A: For the purpose of section 155 of the CSPA, a complaint is one that:

- is made by someone who may file a complaint with LECA under section 154 of the CSPA
- is made in writing
- discloses potential misconduct by a police officer, special constable employed by the Niagara Parks Commission, or peace officer in the Legislative Protective Service
- includes the name, date of birth, and contact information of the person filing the complaint
- relates to incidents that took place, or formed part of a series of events that continued, on or after April 1, 2024.

Q: We have received an anonymous complaint about a police officer, should we forward that to LECA?

A: No, in accordance with section 155 and Rule 8.10 of the LECA Rules of Procedure, a complaint should only be forwarded to LECA if it includes the name, contact information and date of birth of the complainant.

Anonymous complaints are not considered formal complaints and shall not be forwarded to LECA under s. 155.

Q: What should the police services boards do, if they receive an anonymous complaint about a potential misconduct by the chief/deputy chief?

A: If the police services boards receive an anonymous complaint about a potential misconduct by the chief or deputy chief of their service, they may notify LECA in accordance with section 197 of the CSPA and through e-Notification portal.

Q: We have received a voicemail from a member of the public about a potential misconduct by an officer, should we forward that to LECA?

A: No, in accordance with LECA Rules of Procedure, a complaint should only be forwarded to LECA if it is in writing. The entity receiving the message may ask the complainant to reach out to LECA directly or provide their concerns in writing.

Q: A member of the police service has filed a complaint with the chief against another member of the same service. Can we forward that complaint to LECA?

A: No, as a member of the police service is prohibited from filing a complaint against members of the same service, such a complaint cannot be forwarded to LECA. The matter however maybe subject of a notification by the chief in accordance with section 197 of the CSPA and O. Reg. 406/23: DISCIPLINE and [LECA Guideline 007](#)

Q4: A Board member has become aware of potential misconduct by a police officer through a resident. Can the Board member file a complaint with LECA?

A: No, under section 154(2) of the CSPA, a member or employee of a police service board may not file a complaint in respect of a member of a police service maintained by the board. However, if the board member receives a complaint in accordance with rule 8.10 of the LECA Rules of Procedure, they may forward that to LECA.

Q: Should we forward a complaint from a member of the public, when they expressed an unwillingness to file a formal complaint?

A: No, A complaint should not be forwarded to LECA when the complainant has explicitly indicated that they do not wish to file a complaint with LECA.

Q: How does LECA deal with public complaints that are forwarded by other entities under s. 155?

A. Complaints forwarded under section 155 will be treated as if the complaint had been made by the complainant directly to LECA. LECA will contact the complainant to ask that they complete a complaint form in accordance with the LECA Rules of Procedure.



Advisory Bulletin 1.5: Forwarding Complaints to the Inspector General (IG) under section 108 of the CSPA

Date of issue: August 1, 2024

Under the CSPA, the IG receives complaints about police service board member misconduct (section 106(1)), as well as complaints in relation to adequate and effective policing (section 107(1)). For more detailed information, please refer to the CSPA, or the Inspectorate of Policing website at www.iopontario.ca.

There are new requirements that you should be aware of and must comply with when you receive what amounts to a complaint that falls within the IG's jurisdiction. Section 108 of the CSPA requires that, if an entity or person listed in that section receives a complaint that amounts to a complaint under s. 106 or 107, they are **required to forward the complaint to the IG**. This requirement to forward complaints applies to chiefs of police, police service boards, and board members, among others.

The below outlines a **step-by-step process** and some **suggested language** for forwarding letters when forwarding complaints intended for the IG.

Step-by-step process for forwarding complaints you receive to the IG:

1. Upon receiving a complaint under section 106(1) or 107(1) of the CSPA, prepare a **notification letter** to the complainant advising them of your legislative responsibility to forward the complaint to the Inspector General.
2. **Include in the letter the following information** about the role of the Inspector General:

The Inspector General of Policing is responsible for receiving and addressing complaints about compliance with Ontario's Community Safety and Policing Act and its associated regulations by police services, police service boards, and organizations employing special constables. This encompasses complaints regarding the provision of adequate and effective policing and the conduct of police service board members. Besides addressing public complaints, the Inspector General also accepts disclosures of misconduct from members of police services and special constables. For more information, please visit www.IOPontario.ca.

3. While s. 108 does not dictate the form a complaint must take, **if you have been provided the complaint information:**

- **In writing:** forward that written complaint to the IG via email at IOPComplaints@Ontario.ca.
- **Verbally:** write out a narrative of the complaint information you received and forward that written narrative to the IG via email at IOPComplaints@Ontario.ca. When completing this narrative, please attempt to include information that responds to the following questions:

Who is the complaint about?

What is the complaint about?

Where did the incident occur?

When did the incident occur?

4. If there are any **supporting materials or documents** related to the complaint that were provided at the time the complaint was made, please compile a list of these items and send the list and the supporting materials along with the complaint, as well as a copy of the notification letter you sent to the complainant.

Note: Advisory Bulletins are the IG's advice provided pursuant CSPA s. 102(4) and are intended as a resource for the sector by offering the IG's general interpretation of various provisions of the CSPA. Advisory Bulletins are not legally binding, and they do not purport to address all possible factual scenarios or circumstances. As such, you may wish to consult with legal counsel to determine how this general guidance should be applied in your own local context and to navigate specific situations.



Introduction to the Inspectorate of Policing

Police Services Liaison Unit

May 2025



Agenda

Overview of the *Community Safety and Policing Act, 2019* (CSPA)

Inspectorate of Policing

Investigations, Inspections and Liaison Branch

Police Services Liaison Unit

Policing Landscape in Ontario

O.P.P. Detachment Boards

Oversight of O.P.P. Detachment Boards

Questions

Overview: *Community Safety and Policing Act, 2019*

The *Community Safety and Policing Act, 2019* (CSPA) came into force on April 1, 2024.

The CSPA is the current legislative framework for the delivery of police services in Ontario, and replaces the *Police Services Act*, which has been largely unchanged since 1990. The nature of policing and community safety has significantly changed in the past 30 years, and there were increased calls to update or modernize Ontario's approach to policing and community safety.

Through the CSPA and its regulations, the government establishes a modern and robust legislative framework that addresses the evolving nature of crime and community safety expectations of Ontario.

The CSPA and its regulations is one of the Solicitor General's priorities and part of the government's commitment to:



Demonstrate respect for frontline policing personnel and the communities they serve, by building the right supports and fair processes to enable police to effectively perform their duties and ensure community safety.



Strengthen public confidence in policing and community well-being.









Deliver quality and efficient policing and policing oversight.

Inspectorate of Policing (IoP)

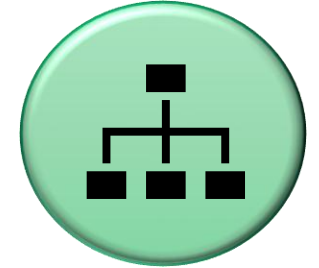
- The CSPA establishes the position of the Inspector General (IG) to provide **CSPA compliance oversight and enforcement of legal obligations**, and outlines their duties, authorities and powers in Part VII of the CSPA.
- The IG's duties and authorities are executed through the Inspectorate of Policing (IoP), which is committed to improving performance in policing and making everyone in Ontario safer by:
 - ❑ Examining performance through inspections, investigations, research, data and analytics to drive evidence-based actions and improvements;
 - ❑ Identifying effective performance and where improvements are needed, supporting the sector's continuous development, and,
 - ❑ Ensuring that the public safety sector is responsive to the diverse communities it serves in the context of an increasingly complex public safety environment.

The core activities of the IoP under the CSPA include:

					
Independently assess and monitor legislated public safety entities	Provide advice and support to legislated public safety entities on governance and operational matters by sharing evidence-based research and data related to performance	Monitor and conduct inspections of legislated public safety entities to ensure compliance with the CSPA and its regulations	Investigate complaints concerning the delivery of public safety services and the conduct of board members	Issue directions to ensure compliance with the CSPA and its regulations – and, if necessary – impose Measures, if there is a failure to comply	Publicly report on the activities of the IG, including publishing inspection results

Inspectorate of Policing – Inspections, Investigations and Liaison Branch (IILB)

- The Inspectorate of Policing (IoP) is comprised of **2** branches – the **Investigations, Inspections and Liaison Branch (IILB)** and the **Centre for Data Intelligence and Innovation (CDII)**.
- The IILB is comprised of **4** units, which are responsible for executing the IoP's compliance and enforcement operations, and for providing enhanced monitoring, advisory and liaison services to support legislated entities in meeting their statutory obligations.



Police Services Liaison Unit

Supports police services and boards in their delivery of adequate and effective policing in Ontario.



Policing Inspections Unit

Responsible for the planning and delivery of inspections and reporting on results.



First Nations Police Services Liaison Unit

Supports First Nations and boards that opt into the CSPA in their delivery of adequate and effective policing in Ontario.



Policing Investigations Unit

Administers the public complaints process, investigations and enforcement operations.

Police Services Liaison Unit (PSLU)

Police Services Advisors (Advisors) provide an array of services and functions to our policing stakeholders. These include:



Monitoring local issues and board/police service activities regarding compliance with legislative and regulatory requirements



Sharing reliable information about the CSPA, its regulations and the work of the Inspectorate



Assisting in navigating local issues as needed within the framework of the CSPA and its regulations



Building and strengthening relationships with stakeholders in the sector to support compliance with the Act and its regulations

Key Facts & Figures

As of **2024**, under the *Community Safety and Policing Act, 2019* (CSPA), policing services are provided by:

- **43** municipal police services
- The **Ontario Provincial Police (OPP)**



- Across **63** OPP detachments, there are currently **88** OPP detachment boards established.

- **New** option for First Nation OPP boards is established.

- **First Nation Boards** (opt in under s. 32)



Policing Landscape in Ontario

- Police Services Advisors (Advisors) within the Police Services Liaison Unit (PSLU) are assigned a geographic zone and have primary responsibility for the public safety entities in that zone, which include:
 - ❑ Police services and police service boards
 - ❑ O.P.P. detachments and O.P.P. detachment boards
 - ❑ Special constable employers

The Advisors assigned to each zone are as follows:

Zone	Advisor Assigned	Back-up Advisor
1 / 1A	Tom Gervais	Ron LeClaire
2	Graham Wight	Jeeti Sahota
3	Jeeti Sahota	Graham Wight
4	Dave Tilley	Hank Zehr
5	Hank Zehr	Dave Tilley
6	Ron LeClair	Tom Gervais

Note: The staff deployment model is subject to change



O.P.P. Detachment Boards

- O.P.P. detachment boards create the opportunity for **civilian input into how policing is provided in areas policed by the O.P.P.** They provide for greater civilian governance by ensuring each municipality and First Nation community receiving policing services from the O.P.P. has an opportunity to represent their local perspectives, needs, and priorities.
- The composition of all O.P.P. detachment boards established are found in **O. Reg. 135/24**.

Under the CSPA, O.P.P. detachment boards are responsible for:



Participating in the selection of the detachment commander



Receiving regular reports from the detachment commander



Advising the detachment commander with respect to policing provided by the detachment



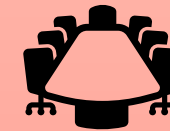
Determining objectives and priorities for the detachment



Monitoring the performance of the detachment commander



Establishing local policies with respect to the area policed by the detachment



Note: An O.P.P. Detachment boards is **not** the same entity as a police service board.

- **A municipal police service board (s. 37)** is responsible for providing oversight on the operation of a police service.
- **An O.P.P. detachment board (s. 68)** advises the O.P.P. on community safety priorities and helps to identify local concerns that should be addressed.

Oversight of O.P.P. Detachment Boards

- The Inspector General (IG) has a mandate to ensure CSPA compliance by public safety entities. In ensuring O.P.P. detachment boards are complaint, the IG will:
 - ❑ Monitor and conduct inspections of O.P.P. detachment boards to ensure they comply with the Act and regulations; and
 - ❑ Monitor and conduct inspections of members of O.P.P. detachment boards to ensure that they do not commit misconduct.

The Inspector General will ensure compliance by:



Proactively
monitoring O.P.P.
detachment boards



Initiating an
inspection to identify
any compliance
issues, where
necessary



Investigating
complaints received
on O.P.P. detachment
boards and members
(sections 106, 107,
185)



Exercising powers to
remedy any non-
compliance (sections
124, 125 and 126)



**The Inspector General
is required to publish
a report on the
internet detailing the
results of an
inspection (s. 123), as
well as for any actions
taken (s. 124, 125, and
126) in accordance
with the regulations, if
any.**

Questions?

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<https://www.linkedin.com/company/onpoliceinspectorate/>



Inspectorate of Policing

777 Bay Street

Toronto, ON M5G 2C8

iopinfo@ontario.ca

416-314-4130 or 1-888-333-5078

*Improving policing performance to make
everyone in Ontario safer*



DEEP RIVER POLICE SERVICE

2025 Q2 PSB REPORT

Dean Duchrow

Chief of Police



DEEP RIVER POLICE SERVICE INVESTIGATIONS April – June 2025 (Q2)

CALLS FOR SERVICE	APRIL	MAY	JUNE
OCCURRENCES DISPATCHED (DE)	115	113	132
OFFICER GENERATED (RM)	182	251	248
TOTAL	297	364	380

Total number of calls for service for 2nd quarter = 1,041

CALL TYPE	APRIL	MAY	JUNE	Totals for Q2
Assault	1	1	1	3
Break & Enter	0	2	0	2
Intimate Partner Violence	2	5	3	10
Drug Related	0	0	0	0
Fire	0	0	0	0
Fraud	3	3	2	8
Impaired Driving	0	0	0	0
Landlord Tenant	0	0	0	0
LLA	2	1	0	3
Mental Health Act	2	7	3	12
Mischief	3	1	2	6
Missing Person	0	1	1	2
Sudden Death	0	0	0	0
Sexual Assault	0	0	0	0
Theft Under	0	4	1	5
Threats	0	1	0	1
Trouble with Youths	2	4	6	12
Weapons	2	0	0	2
911 Calls	10	5	5	20
Criminal Code Charges	9	8	4	21
Highway Traffic Act Occurrences	53	38	75	166
Motor Vehicle Collisions	4	1	9	14



Traffic Management Report (Q2) – 2025

(April-June)

Motor Vehicle Collisions

Incidents	2024	2025	↓↑↔ previous year
Fatal	0	0	↔
Personal Injuries	0	1	↑
Property Damages	0	1	↑
Parking lot (related)	2	8	↑
Fail to remain	0	1	↑
Charges	1	4	↑
Highway 17 (related)	3	4	↑
In town (related)	2	7	↑

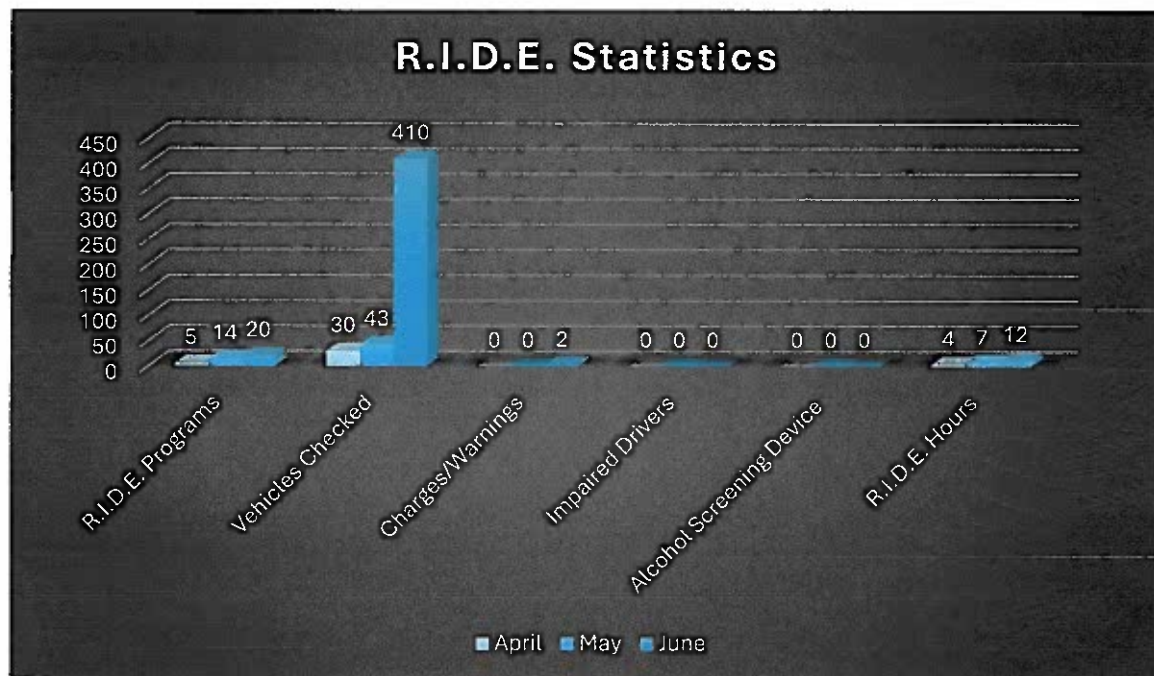
Charges

Types	April	May	June
HTA - Speeding	42	26	37
Other Provincial offences	21	29	66
Criminal Code	9	8	4



R.I.D.E Report (Q2) – 2025

Types	April	May	June
R.I.D.E.	5	14	20
Vehicles checked	30	43	410
Charges/Warnings	0	0	2
Impaired Drivers	0	0	0
MAS (Mandatory Alcohol Screening)	0	0	0
Hours Dedicated to R.I.D.E.	4	7	12



CANADA DAY TRAFFIC

CAMPAIGN 2025

Between 27 June and 1 July 2025, Officers conducted traffic enforcement.

Offences included:

Obstruct Plate:	3
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Entire Plate no visible:	1
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Fail Display Two Plates:	2
--------------------------	---

No Valid Permit:	1
------------------	---

Speeding:	6
-----------	---

Overhanging Load:	1
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TOTAL:	14
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Q2 Report for Training - 2025

Member Courses:

April

SGT Anne Pitre – Front Line Supervisor Course (*Ottawa Police Service*)

SGT Anne Pitre – UA Niche, New application for 2026 (*Barrie Police Service*)

PC Dave Newell – Violent Threat Risk Assessment (*Opeongo*)

PC Adam Head – Violent Threat Risk Assessment (*Opeongo*)

PC AJ Smith – IMS 100 (*online, OPCVA*)

May

PC Adam Head - Facilitating and Assessing Police Learning (*in person portion -Ontario Police College*)

PC AJ Smith – Incident Command 100 (*online, OPCVA*)

June

PC Mike Slattery – Coaching Police Professionals (*Ontario Police College*)

SGT Anne Pitre – Incident Command 100 (*online, OPCVA*)

In-Service Training:

April - UA Niche Application (*4 PowerPoint presentations*)

May – Street Drug Identification #194 (*Ontario Police Video Training Alliance*)

June – Crime Doesn't Fly #195 (*Ontario Police Video Training Alliance*)

& OACP attachment letter

2nd Quarter
Foot Patrol Hours
(2024 and 2025)

	April	April	May	May	June	June	Total	Total
	2024	2025	2024	2025	2024	2025	2024	2025
Downtown & Outer Areas	7.67 HRS	5.31 HRS	12.30 HRS	7.3 HRS	9.20 HRS	6.85 HRS	29.17 HRS	19.46 HRS
School Areas (Supervised Hours)	7.20 HRS	3.60 HRS	5.00 HRS	1.60 HRS	6.50 HRS	1.00 HRS	18.70 HRS	6.20 HRS
Hwy, Recreational Facilities & Schools (Off Hours) Property Checks	22.50 HRS	31.48 HRS	26.10 HRS	39.75 HRS	27.92 HRS	34.50 HRS	76.52 HRS	105.73 HRS
							124.39 HRS	131.39 HRS

2nd Quarter Community Service Report 2025

During the months of April, May, June 2025, the Deep River Police Service continued to update the social media Facebook and X (Formerly Twitter) accounts as well as Instagram. There were weekly NRT articles submitted for print. The posts and articles in the NRT included a variety of different topics, such as impaired driving, 911 calling misuse, traffic enforcement campaigns, and safety information. Officers also conducted foot patrols in the arena, schools, and downtown. Overall, during the three-month period, police generated a total of 39 occurrences.

April

Officers conducted school zone patrols.

Officers attended Tim Hortons and put on a presentation on counterfeit currency to managers who will share their knowledge with staff.

Officers also wore green to show support for organ donor month which is held during the month of April.

Officers attended the North Renfrew Family Services 50th AGM as NRFS celebrated 50 years as a registered charity.

May

Officers attended Tim Hortons and helped to decorate smile cookies

Officers walked through elementary schools to show police presence.

Officers posted various post on social media promoting Police Week 2025

June

Officers conducted foot patrol of marina, golf course, parks, and schools

Officers conducted a bicycle rodeo at St Mary's school to grade 1-4 students and focused on bicycle safety and rules of the road. The bicycle rodeo contains a practical portion as well as a short lecture.

Officers attended the Deep River library and read a book to young children for story time.

Officers conducted bicycle patrol of the town of Deep River. This gave officers an opportunity to speak with the public and conduct enforcement while cycling



NO OR DEFECTIVE HORN – 75(5) HTA
 IMPROPER BICYCLE LIGHTING – 62(17) HTA
 FAIL TO WEAR HELMET – 104 HTA
 RIDE 2 ON BICYCLE – 178(2) HTA

This is just an example of some of the HTA offences.

In Deep River there is no BYLAW allowing cyclists to ride on sidewalks, therefore when you are out doing foot patrol and see anyone in the downtown area riding their bike, you can stop them. Bicycles are considered vehicles and are to be driven on the right hand side of a road. Unless there is a BYLAW allow cyclists to ride on sidewalks, they can't. (You can use your discretion for this one when dealing with very young cyclists)

If you have any other questions about cycling, please let me know and I can try to answer them best I can.

Marek

Constable Marek Brela
Deep River Police Service
Deep River, ON
613 584 3500

CRIMINAL RECORD CHECKS AND FINGERPRINTS REVENUE Q2 2025

Monthly Totals 2023

Month	Bruce Power	Total CRC	CNL	Total CRC
Apr	\$7,315.00	385	\$209.00	11
May	\$8,341.00	439	\$380.00	20
June	\$8,018.00	422	\$494.00	26

Monthly Totals 2024

Month	Bruce Power	Total CRC	CNL	Total CRC
Apr	\$9,842.00	518	\$494.00	26
May	\$9,785.00	515	\$1,007.00	53
June	\$8,436.00	444	\$437.00	23

Monthly Totals 2025

Month	Bruce Power	Total CRC	CNL	Total CRC
Apr	\$8,664.00	456	\$114.00	6
May	\$10,754.00	566	\$304.00	16
June	\$11,590.00	610	\$361.00	19

	\$23,674.00	1246	\$1,083.00	57		\$28,063.00	1477	\$1,938.00	102		\$31,008.00	1632	\$779.00	41
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TOTAL Q2 CRC - 2023	\$24,757.00	TOTAL Q2 CRC - 2024	\$30,001.00	TOTAL Q2 CRC - 2024	\$31,787.00
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CRIMINAL RECORD CHECKS AND FINGERPRINTS RESIDENTS REVENUE Q2 2025

2023

In-House CRC and Volunteer Checks

Month	Fee	CRC/EMP	Volunteer	Prints	Total F/P	Month	Fee	CRC/EMP	Volunteer	Prints	Total F/P	Month	Fee	CRC/EMP	Volunteer	Prints	Total F/P
Apr	\$560.00	14	19	\$212.00	3	Apr	\$240.00	6	13	\$116.00	2	Apr	\$280.00	7		31	\$348.00
May	\$720.00	17	28	\$406.00	7	May	\$440.00	11	25	\$522.00	9	May	\$520.00	17		25	\$696.00
June	\$480.00	12	31	\$58.00	4	June	\$280.00	7	21	\$58.00	1	June	\$360.00	9		11	\$58.00

2024

In-House CRC and Volunteer Checks

2025

In-House CRC and Volunteer Checks

TOTAL Q2 CRC - 2023	\$2,436.00	TOTAL Q2 CRC - 2024	\$1,656.00	TOTAL Q2 CRC - 2024	\$2,262.00
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Expenses

As at June 30, 2025

4/12 =

A

L

L

L select from drop down

Level 2

Level 3

Account Name	AFS	Values		Diff Budget - %	
	IS	IS			
Account Name	2025 Budget	2025 Actual	Actual		Spent
Police - Admin: Regular Salaries	235,749.07	118,126.06	117,623.01		50%
Police - Admin: P/T Salaries	17,442.48	7,419.92	10,022.56		43%
Police - Admin: Overtime	1,300.00	1,559.55	(259.55)		120%
Police - Admin: Lump sum/Retro	0.00	0.00	0.00		0%
Police - Admin: Meal Allowance	250.00	0.00	250.00		0%
Police - Admin: Cleaning Allow	750.00	0.00	750.00		0%
Police - Admin: Benefits	63,428.01	31,105.59	32,322.42		49%
Police - Admin: Retiree Benefits	8,894.45	0.00	8,894.45		0%
Police - Admin: EA Program	0.00	0.00	0.00		0%
Police - Admin: WSIB	45,000.00	27,808.69	17,191.31		62%
Police - Admin: Shift Prem	0.00	0.00	0.00		0%
Police - Admin: Int - LT Debt	0.00	0.00	0.00		0%
Police - Admin: Training & Sem	4,000.00	325.00	3,675.00		8%
Police - Admin: Confer/Trade Sh	0.00	0.00	0.00		0%
Police - Admin: Subscriptions	400.00	0.00	400.00		0%
Police - Admin: Membership Dues	3,200.00	1,382.02	1,817.98		43%
Police - Admin: Personal Mileage	500.00	59.63	440.37		12%
Police - Admin: Hotel	500.00	1,518.95	(1,018.95)		304%
Police - Admin: Meals	400.00	495.00	(95.00)		124%
Police - Admin: Medical Exams	0.00	0.00	0.00		0%
Police - Admin: Empl Recognition	0.00	0.00	0.00		0%
Police - Admin: Clothing	250.00	225.13	24.87		90%
Police - Admin: Health & Sfty Mat	0.00	0.00	0.00		0%
Police - Admin: Postage and Shpg	750.00	256.71	493.29		34%
Police - Admin: Office Supplies	5,000.00	831.83	4,168.17		17%
Police - Admin: Copying Expense	2,000.00	785.31	1,214.69		39%
Police - Admin: Miscs Expense	0.00	0.00	0.00		0%
Police - Admin: Repair/Maintenance	0.00	0.00	0.00		0%
Police - Admin: Small Tools/Equip	0.00	0.00	0.00		0%
Police - Admin: Supplies	0.00	133.27	(133.27)		0%
Police - Admin: Cleaning Supplies	1,700.00	0.00	1,700.00		0%

Police - Admin: Licences	6,000.00	5,376.93	623.07	90%
Police - Admin: Water & Sewer	1,630.56	0.00	1,630.56	0%
Police - Admin: Insurance	11,872.43	0.00	11,872.43	0%
Police - Admin: Insurance Claims	0.00	0.00	0.00	0%
Police - Admin: Telephone - Cell	1,500.00	645.42	854.58	43%
Police - Admin: Telephone - Land	1,500.00	320.40	1,179.60	21%
Police - Admin: Internet	0.00	0.00	0.00	0%
Police - Admin: Advertising	500.00	276.84	223.16	55%
Police - Admin: IT Equip/Support	28,000.00	5,490.31	22,509.69	20%
Police - Admin: Acc't/Audit Fees	0.00	0.00	0.00	0%
Police - Admin: Other Pro Fees	0.00	0.00	0.00	0%
Police - Admin: Legal Fees	0.00	0.00	0.00	0%
Police - Admin: Contract Services	140,000.00	40,285.27	99,714.73	29%
Police - Admin: Debt Payments	0.00	0.00	0.00	0%
Transfer to Reserves - Police - Administ	0.00	0.00	0.00	0%
Police - Admin: Capital Exp	0.00	0.00	0.00	0%
Transfer to Capital - Police - Administr	0.00	0.00	0.00	0%
Funding from Taxation Town of Deep River	0.00	0.00	0.00	0%
Police - Admin: Due from other funds	0.00	0.00	0.00	0%
Police - Admin: Fines	(400.00)	(424.80)	24.80	106%
Police - Admin: POA Revenue	(200.00)	0.00	(200.00)	0%
Police - Admin: Criminal Rec Check	(130,000.00)	(52,255.49)	(77,744.51)	40%
Police - Admin: Grant Revenue	0.00	0.00	0.00	0%
Police - Admin: Expense Recovery	0.00	0.00	0.00	0%
Police - Admin: Misc Revenue	0.00	(209.00)	209.00	0%
Police - Admin: Amort Expense	0.00	0.00	0.00	0%
Police - Ops: Regular Salaries	1,136,467.59	492,326.95	644,140.64	43%
Police - Ops: P/T Salaries	19,127.94	8,565.71	10,562.23	45%
Police - Ops: Overtime	10,000.00	5,934.67	4,065.33	59%
Police - Ops: Honoraria	0.00	0.00	0.00	0%
Police - Ops: Lump sum/Retro	0.00	0.00	0.00	0%
Police - Ops: Meal Allowance	1,000.00	258.60	741.40	26%
Police - Ops: Cleaning Allow	2,000.00	0.00	2,000.00	0%
Police - Ops: Benefits	304,205.70	137,444.52	166,761.18	45%
Police - Ops: Retiree Benefits	18,182.36	18,621.66	(439.30)	102%
Police - Ops: EA Program	0.00	0.00	0.00	0%
Police - Ops: WSIB	0.00	0.00	0.00	0%
Police - Ops: Shift Prem	6,300.00	0.00	6,300.00	0%
Police - Ops: Training & Sem	20,000.00	16,324.79	3,675.21	82%
Police - Ops: Confer/Trade Sh	0.00	0.00	0.00	0%
Police - Ops: Subscriptions	0.00	77.34	(77.34)	0%
Police - Ops: Membership Dues	0.00	0.00	0.00	0%
Police - Ops: Personal Mileage	1,000.00	242.78	757.22	24%
Police - Ops: Hotel	0.00	0.00	0.00	0%

Police - Ops: Meals	300.00	1,214.41	(914.41)	405%
Police - Ops: Medical Exams	0.00	0.00	0.00	0%
Police - Ops: Empl Recognition	0.00	0.00	0.00	0%
Police - Ops: Clothing	9,000.00	3,273.47	5,726.53	36%
Police - Ops: Health & Sfty Mat	0.00	0.00	0.00	0%
Police - Ops: Miscs Expense	0.00	0.00	0.00	0%
Police - Ops: Repair/Maintenance	15,000.00	4,805.41	10,194.59	32%
Police - Ops: Small Tools/Equip	0.00	3,997.42	(3,997.42)	0%
Police - Ops: Supplies	0.00	348.86	(348.86)	0%
Police - Ops: Cleaning Supplies	0.00	0.00	0.00	0%
Police - Ops: Licences	0.00	0.00	0.00	0%
Police - Ops: Fuel - Gasoline	17,000.00	0.00	17,000.00	0%
Police - Ops: Insurance	5,951.65	0.00	5,951.65	0%
Police - Ops: Contract Services	1,000.00	0.00	1,000.00	0%
Transfer to Reserves - Police - Operatio	0.00	0.00	0.00	0%
Transfer to Capital - Police - Operation	0.00	0.00	0.00	0%
Funding from Taxation Town of Deep River	0.00	0.00	0.00	0%
Police - Ops: Grant Revenue	0.00	0.00	0.00	0%
Police - Ops: Misc Revenue	0.00	0.00	0.00	0%
Police - RIDE: Regular Salaries	0.00	5,520.00	(5,520.00)	0%
Police - RIDE: P/T Salaries	0.00	0.00	0.00	0%
Police - RIDE: Overtime	0.00	0.00	0.00	0%
Police - RIDE: Honoraria	0.00	0.00	0.00	0%
Police - RIDE: Lump sum/Retro	0.00	0.00	0.00	0%
Police - RIDE: Meal Allowance	0.00	0.00	0.00	0%
Police - RIDE: Cleaning Allow	0.00	0.00	0.00	0%
Police - RIDE: Benefits	0.00	1,308.74	(1,308.74)	0%
Police - RIDE: Retiree Benefits	0.00	0.00	0.00	0%
Police - RIDE: EA Program	0.00	0.00	0.00	0%
Police - RIDE: WSIB	0.00	0.00	0.00	0%
Police - RIDE: Training & Sem	0.00	0.00	0.00	0%
Police - RIDE: Confer/Trade Sh	0.00	0.00	0.00	0%
Police - RIDE: Subscriptions	0.00	0.00	0.00	0%
Police - RIDE: Membership Dues	0.00	0.00	0.00	0%
Police - RIDE: Personal Mileage	0.00	0.00	0.00	0%
Police - RIDE: Hotel	0.00	0.00	0.00	0%
Police - RIDE: Meals	0.00	0.00	0.00	0%
Police - RIDE: Medical Exams	0.00	0.00	0.00	0%
Police - RIDE: Empl Recognition	0.00	0.00	0.00	0%
Police - RIDE: Clothing	0.00	0.00	0.00	0%
Police - RIDE: Health & Sfty Mat	0.00	0.00	0.00	0%
Police - RIDE: Miscs Expense	0.00	0.00	0.00	0%
Police - RIDE: Repair/Maintenance	0.00	0.00	0.00	0%
Police - RIDE: Small Tools/Equip	0.00	0.00	0.00	0%

Police - RIDE: Supplies	0.00	0.00	0.00	0%
Police - RIDE: Cleaning Supplies	0.00	0.00	0.00	0%
Police - RIDE: Contract Services	0.00	0.00	0.00	0%
Transfer to Reserves - Police - RIDE	0.00	0.00	0.00	0%
Transfer to Capital - Police - RIDE	0.00	0.00	0.00	0%
Funding from Taxation Town of Deep River	0.00	0.00	0.00	0%
Police - RIDE: Grant Revenue	(7,078.00)	0.00	(7,078.00)	0%
Police - RIDE: Misc Revenue	0.00	0.00	0.00	0%
Police - CSP: Regular Salaries	0.00	1,938.88	(1,938.88)	0%
Police - CSP: P/T Salaries	0.00	0.00	0.00	0%
Police - CSP: Overtime	0.00	351.82	(351.82)	0%
Police - CSP: Honoraria	0.00	0.00	0.00	0%
Police - CSP: Lump sum/Retro	0.00	0.00	0.00	0%
Police - CSP: Meal Allowance	0.00	0.00	0.00	0%
Police - CSP: Cleaning Allow	0.00	0.00	0.00	0%
Police - CSP: Benefits	0.00	436.24	(436.24)	0%
Police - CSP: Retiree Benefits	0.00	0.00	0.00	0%
Police - CSP: EA Program	0.00	0.00	0.00	0%
Police - CSP: WSIB	0.00	0.00	0.00	0%
Police - CSP: Training & Sem	0.00	0.00	0.00	0%
Police - CSP: Confer/Trade Sh	0.00	0.00	0.00	0%
Police - CSP: Subscriptions	0.00	0.00	0.00	0%
Police - CSP: Membership Dues	0.00	0.00	0.00	0%
Police - CSP: Personal Mileage	0.00	0.00	0.00	0%
Police - CSP: Hotel	0.00	0.00	0.00	0%
Police - CSP: Meals	0.00	0.00	0.00	0%
Police - CSP: Medical Exams	0.00	0.00	0.00	0%
Police - CSP: Empl Recognition	0.00	0.00	0.00	0%
Police - CSP: Clothing	0.00	0.00	0.00	0%
Police - CSP: Health & Sfty Mat	0.00	0.00	0.00	0%
Police - CSP: Office Supplies	0.00	0.00	0.00	0%
Police - CSP: Miscs Expense	0.00	0.00	0.00	0%
Police - CSP: Repair/Maintenance	0.00	7,422.85	(7,422.85)	0%
Police - CSP: Small Tools/Equip	0.00	0.00	0.00	0%
Police - CSP: Supplies	0.00	0.00	0.00	0%
Police - CSP: Cleaning Supplies	0.00	0.00	0.00	0%
Police - CSP: Contract Services	0.00	0.00	0.00	0%
Transfer to Reserves - Police - CSP	0.00	0.00	0.00	0%
Transfer to Capital - Police - CSP	0.00	0.00	0.00	0%
Funding from Taxation Town of Deep River	0.00	0.00	0.00	0%
Police - CSP: Grant Revenue	(28,500.00)	(622.25)	(27,877.75)	2%
Police - CSP: Misc Revenue	0.00	0.00	0.00	0%
Police - Crt Sec: Regular Salaries	2,011.41	8,750.58	(6,739.17)	435%
Police - Crt Sec: P/T Salaries	0.00	0.00	0.00	0%

Police - Crt Sec: Overtime	0.00	0.00	0.00	0%
Police - Crt Sec: Honoraria	0.00	0.00	0.00	0%
Police - Crt Sec: Lump sum/Retro	0.00	0.00	0.00	0%
Police - Crt Sec: Meal Allowance	0.00	0.00	0.00	0%
Police - Crt Sec: Cleaning Allow	0.00	0.00	0.00	0%
Police - Crt Sec: Benefits	536.03	1,040.27	(504.24)	194%
Police - Crt Sec: Retiree Benefits	0.00	0.00	0.00	0%
Police - Crt Sec: EA Program	0.00	0.00	0.00	0%
Police - Crt Sec: WSIB	0.00	0.00	0.00	0%
Police - Crt Sec: Training & Sem	0.00	0.00	0.00	0%
Police - Crt Sec: Confer/Trade Sh	0.00	0.00	0.00	0%
Police - Crt Sec: Subscriptions	0.00	0.00	0.00	0%
Police - Crt Sec: Membership Dues	0.00	0.00	0.00	0%
Police - Crt Sec: Personal Mileage	0.00	0.00	0.00	0%
Police - Crt Sec: Hotel	0.00	0.00	0.00	0%
Police - Crt Sec: Meals	0.00	645.44	(645.44)	0%
Police - Crt Sec: Medical Exams	0.00	0.00	0.00	0%
Police - Crt Sec: Empl Recognition	0.00	0.00	0.00	0%
Police - Crt Sec: Clothing	0.00	0.00	0.00	0%
Police - Crt Sec: Health & Sfty Mat	0.00	0.00	0.00	0%
Police - Crt Sec: Miscs Expense	0.00	90.06	(90.06)	0%
Police - Crt Sec: Repair/Maintenance	0.00	0.00	0.00	0%
Police - Crt Sec: Small Tools/Equip	0.00	12.70	(12.70)	0%
Police - Crt Sec: Supplies	0.00	0.00	0.00	0%
Police - Crt Sec: Cleaning Supplies	0.00	0.00	0.00	0%
Police - Crt Sec: Contract Services	0.00	0.00	0.00	0%
Transfer to Reserves - Police - Crt Sec	0.00	0.00	0.00	0%
Transfer to Capital - Police - Crt Sec	0.00	0.00	0.00	0%
Funding from Taxation Town of Deep River	0.00	0.00	0.00	0%
Police - Crt Sec: Grant Revenue	(2,500.00)	0.00	(2,500.00)	0%
Police - Crt Sec: Misc Revenue	0.00	0.00	0.00	0%
Police - Fleet: Miscs Expense	0.00	0.00	0.00	0%
Police - Fleet: Repair/Maintenance	0.00	13,391.54	(13,391.54)	0%
Police - Fleet: Small Tools/Equip	0.00	0.00	0.00	0%
Police - Fleet: Supplies	0.00	0.00	0.00	0%
Police - Fleet: Licences	0.00	0.00	0.00	0%
Police - Fleet: Fuel - Gasoline	0.00	0.00	0.00	0%
Police - Fleet: Contract Services	0.00	0.00	0.00	0%
Police Vehicles - Capital Expenditures	0.00	0.00	0.00	0%
Transfer to Reserves - Police - Fleet	0.00	0.00	0.00	0%
Transfer to Capital - Police - Fleet	0.00	0.00	0.00	0%
Grand Total	1,982,921.68	925,262.00	#####	47%

New powers, new questions: Understanding Ontario's *Safer Municipalities Act, 2025*

Bevin Shores
Hamilton

On June 5, 2025, the Ontario government enacted the *Safer Municipalities Act, 2025* (Bill 6), equipping municipalities across the province with new legislative tools to manage public safety—while simultaneously prompting important questions about how they will be implemented in practice.

This legislation comprises two key components:

1. ***Restricting Public Consumption of Illegal Substances Act, 2025***: This Act prohibits the consumption of illegal substances in public places, including unauthorized dwellings such as tents in parks. Law enforcement officers—which, as defined, include municipal law enforcement officers as well as police officers—are empowered to direct individuals to, among other things, vacate the area or cease consumption. Non-compliance may result in fines up to \$10,000 or imprisonment for up to six months.
2. ***Amendments to the Trespass to Property Act***: The *Safer Municipalities Act, 2025* introduces amendments to the *Trespass to Property Act* that enumerate aggravating factors for sentencing, such as re-entering premises after being directed to leave and the likelihood of future trespassing. These factors must be considered by courts when determining penalties for offences under the *Trespass to Property Act*.

Implications for municipalities

Municipalities now have additional tools to address public safety concerns related to illegal substance use and unauthorized encampments in public spaces. However, the implementation of these measures requires careful consideration:

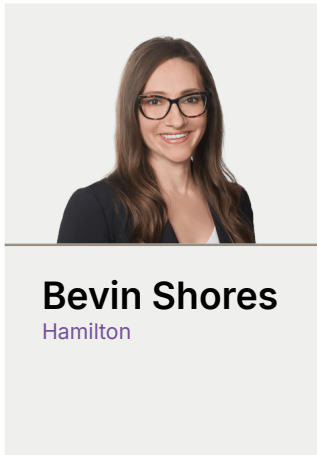
- **Enforcement coordination**: Depending on the circumstances, enforcement may be carried out by, or in coordination with, police services, which operate independently of municipalities. Clear communication and coordination between municipalities and law enforcement are essential to ensure effective application of the new provisions.
- **Community impact**: The Act addresses enforcement measures, but it is an oft-repeated sentiment that enforcement alone will not resolve the underlying issues of homelessness and substance use. Many municipalities have been advocating for, and continue to advocate for, comprehensive strategies that include investments in affordable housing, mental health services, and addiction support.
- **Legal considerations**: Advocacy groups have publicly raised concerns questioning whether the Act may infringe upon the rights of vulnerable populations. It is not hard to foresee a legal challenge to the Act being brought. While the previous iteration of this Bill was surrounded by speculation that the Ontario government might invoke the Notwithstanding Clause (section 33) of the *Canadian Charter of Rights and Freedoms*, the Notwithstanding Clause has *not* been invoked. The clause would have shielded the law from being

struck down by Courts even if it violated certain *Charter* rights, such as section 7, which underpins current jurisprudence on encampments.

The *Safer Municipalities Act, 2025* provides municipalities with new tools for addressing public safety challenges—but as with any tool, they must be used correctly. Municipalities should ensure their enforcement approaches reflect not only the letter of the law, but also a commitment to upholding *Charter* rights and community trust.

The path forward will require thoughtful application of the law—and sound legal advice. If your municipality needs support navigating the new framework or assessing local implications, feel free to reach out. We'd be glad to help.

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Diversity Plan for City Council appointments to the Ottawa Police Service Board

Approved by: City Council

Approval date: XXX, 2025

A. Background

This Diversity Plan is meant to ensure that the members of the Ottawa Police Service Board appointed by Ottawa City Council are representative of the diversity of the population in the City of Ottawa, in accordance with Subsection 28(1) of the *Community Safety and Policing Act, 2019*.

This plan shall be considered in any appointment or reappointment by Council of a member of the Ottawa Police Service Board. Specifically, Subsection 33(1) of the act states that, “In appointing or reappointing a member of a police service board, the appointing person or body shall consider,

- (a) the need to ensure that the police service board is representative of the area it serves, having regard for the diversity of the population in the area;
- (b) the need for the police service board to have members with the prescribed competencies, if any; and
- (c) any applicable diversity plan.”

B. Application

This Diversity Plan applies to all Council appointments and reappointments to the Ottawa Police Service Board. In accordance with composition requirements under Section 31 of the act, and depending on the size of the board, Council appointments will include:

1. **One or** more Members of Council appointed by resolution of Council (One Member for a five-member board, two Members for a seven-member board, and three Members for a nine-member board);
2. If the Mayor chooses not to be or is ineligible to be a member of the board, another Member of Council who is appointed by resolution of Council (otherwise the Mayor is automatically appointed as an ex officio member); and
3. One person appointed by resolution of Council, who is **neither a Member of Council nor a City employee** (the “public member”).

This plan supplements any other policy and legislative requirements that may apply to an Ottawa Police Service Board appointment or reappointment.

Use of this Diversity Plan

To ensure compliance with statutory requirements, this Diversity Plan shall be provided to all decision-making bodies for consideration in any process to appoint or reappoint a Member of Council or public member to the Ottawa Police Service Board, as applicable. This includes but is not limited to the following, as applicable:

- All members of the Nominating Committee established in accordance with the Procedure By-law.
- All members of a selection panel established in accordance with the Appointment Policy.
- All Members of City Council, which is the statutory appointing body that is required to consider this Diversity Plan in accordance with Subsection 33(1)(c) of the act, as set out in **Section A**.

City staff who administer the appointment process for a public member in accordance with the Appointment Policy (undertaking, for example, matters such as outreach, recruitment, communications, initial application screening, providing support to decision-making bodies, and writing relevant reports) must also consider the requirements of this plan in any applicable activities.

Additional requirements are provided in **Section D** of this plan.

C. Legislative requirements relating to diversity and representation on police service boards

This Diversity Plan is required under Subsection 28(1) of the act, which provides that every municipality that maintains a municipal police service board “shall prepare and, by resolution, approve a diversity plan to ensure that the members of the municipal board appointed by the council are representative of the diversity of the population in the municipality.” Subsections 28(2) to 28(4) of the act provide requirements with respect to publishing, reviewing and reporting on the diversity plan, as noted in **Section E** of this plan.

The act includes other provisions regarding the need for a police service board to be representative of the area it serves, having regard for the diversity of the population in the area. These provisions include as follows:

- Section 1 states that policing shall be provided throughout Ontario in accordance with various principles, including, “The need to ensure that police services and police service boards are representative of the communities they serve.”
- Subsection 29(1) provides that, “If the need to appoint a new member of a police service board by resolution of a municipality is reasonably foreseeable, the municipality shall take reasonable steps to promote the availability of the

appointment, having regard to the need to ensure that police service boards are representative of the communities they serve.”

- Subsection 33(1) sets out specific matters an appointing body is required to consider in any appointment or reappointment, including representation and diversity, as noted in **Section A** of this plan.

D. Diversity Plan requirements

Appointment of Members of Council to the Ottawa Police Service Board

Processes to appoint a Member of Council to the Ottawa Police Service Board may include but not be limited to the following:

- The Nominating Committee process at the beginning of a term of Council, as set out in sections 94 and 95 of the Procedure By-law. All Members of Council receive a survey requesting their preferences for appointments to various bodies, including the Ottawa Police Service Board. The Nominating Committee reviews the information and makes recommendations to Council.
- A survey (for example, a memorandum or circulation of interest) used to identify potential appointees based on interest if a vacancy arises during the term of Council.

The following measures are meant to ensure that Members of Council are aware of statutory requirements related to diversity and representation, and to encourage Members representative of the diversity of the City’s population to express interest in a position on the board so that they may be considered for an appointment in accordance with all other applicable considerations and requirements:

- This Diversity Plan will be provided to all Members of Council in orientation materials at the beginning of their term of office;
- Matters Council is required to consider in making an appointment or reappointment under Subsection 33(1) of the *Community Safety and Policing Act, 2019*, will be noted in any survey, memorandum or circulation of interest provided to Members regarding an appointment opportunity, and in any relevant reports to Nominating Committee and/or Council.

Appointment of public members to the Ottawa Police Service Board

The [Appointment Policy](#) applies to Council’s appointment or reappointment of a public member to the Ottawa Police Service Board. The policy governs the recruitment and selection process for all Council-appointed public members to various City committees, boards, task forces, sub-committees, commissions and quasi-judicial committees, as well as external boards and commissions. The Appointment Policy generally provides

for Council to establish a selection panel composed of at least two Members of Council to review applications and make recommendations to Council.

Provisions within the Appointment Policy and other considerations described below would ensure that public members of the Ottawa Police Service Board appointed by Council are representative of the diversity of the population in the City of Ottawa.

Appointment Policy

The Appointment Policy includes various provisions that address diversity and representation. For example, the Purpose section of the policy states as follows:

“The City of Ottawa is committed to equitable and inclusive participation of the public in boards and committees and other bodies that govern and inform its work.

The City of Ottawa is committed to increasing meaningful and substantive representation by focusing on activities that will promote engagement with a diversity of communities to serve as members on City committees, boards, task forces, sub-committees, commissions and quasi-judicial committees, as well as external boards and commissions.

To encourage participation, the City will adopt proactive communications, policies and focused recruitment strategies that align with the City’s Accessibility Policy, Women and Gender Equity Strategy, and Anti-Racism Strategy. This proactive approach is adopted with the purpose of reflecting Ottawa’s diverse demography inclusive of Indigenous peoples, members of Black and other racialized communities, persons with disabilities, women, gender diverse people, members of the 2SLGBTQQIA+ communities, Francophones, as well as French speakers, and speakers of other language groups, and people from rural and urban locations.”

The Appointment Policy also sets out specific membership composition-related requirements, including that:

- The membership of City committees, boards, task forces, sub-committees, commissions and quasi-judicial committees, as well as external boards and commissions shall, as much as possible, achieve a balance between a variety of technical expertise, professional and lived experiences, knowledge and other representation; and
- As much as possible, the membership should reflect the diversity and demographics of the City of Ottawa in such areas as Indigeneity, disability, gender, francophones and other languages, geographic representation and race.

With respect to recruitment, the Appointment Policy includes as follows:

- The principles of equity and inclusion for all candidates shall be adopted and implemented by offering clear application deadlines, an inclusive campaign strategy, and selection process with build-in bias awareness, and interviewing procedures using the same questions and same evaluation criteria for all candidates, while integrating inclusive practices to accommodate diverse communication needs and styles.
- The recruitment and selection process for public members will include advertisements for interested applicants placed by the Office of the City Clerk, in the daily and/or weekly community newspapers in accordance with the City's advertising policy as well as on the City's website. Advertisements will also be distributed throughout Client Service Centres, libraries, and other City and community facilities as resources permit. In addition, an effort will be made to tailor the recruitment process specifically, but not exclusively, to reach community organizations that support diverse members from Indigenous, Black and other racialized communities. The recruitment process may also be targeted to groups that might have qualifications relevant to specific committees. For example, professional associations for architects, professional planners, and lawyers may be targeted, as well as related affinity groups.

Other considerations

As part of the appointment process for the public member of the Ottawa Police Service Board, City staff administering the process will also consider whether additional measures may be implemented to assist in ensuring that the members appointed by Council are representative of the diversity of the population in the City, such as:

- Improving outreach and messaging to diversity- and equity-seeking groups and partners, noting requirements under Subsection 29(1) of the *Community Safety and Policing Act, 2019* relating to promotion of the availability of reasonably foreseeable appointments, as set out in **Section C**.
- Improving content and plain language of recruitment communications to make the recruitment process more approachable and accessible to more residents with a variety of lived experiences.
- Improving application forms and application data through measures such as optional self-identification questions in the application form to allow applicants to disclose gender, indigeneity, race, disability, orientation, and newcomer status. This information may be made available to selection panel members to increase the number of appointees from equity and diversity-seeking groups.
- Supporting selection panels to view the selection process with a race, gender and equity lens.

Staff may also undertake additional consultation with Gender and Race Equity, Inclusion, Indigenous Relations and Social Development Services, and Public Information and Media Relations as part of the appointment process.

E. Publication, review and reports

Subsections 28(2) to 28(4) of the act require the following with respect to this Diversity Plan:

- The plan shall be published on the Internet in accordance with the regulations made by the Minister, if any.
- The City shall review and, if appropriate, revise the plan at least once every four years.
- The City shall publish reports on the implementation of the plan on the Internet in accordance with the regulations made by the Minister, if any.

This Diversity Plan will be proactively posted to ottawa.ca, subject to any specific requirements provided by any regulations. The plan will be reviewed every two years through the City's regular Governance Review process. Any reports on the implementation of the plan will be published online in accordance with any regulations.

Municipal Diversity Plan 2025 pursuant to the *Community Safety and Policing Act, 2019*

Objective: To ensure representation of the Peel Police Service Board (PPSB) is reflective of the diversity in the communities it serves.

Strategic Alignment

Establish alignment to foster a unified approach, to address any challenges or opportunities and to ensure that all initiatives work towards common objectives and outcomes.

Community for Life

Vision: Community for Life

Mission: Working with you to create a healthy, safe and connected community

Long-Term Outcomes:

- People's lives are improved in their time of need.
- Communities are integrated, safe and complete.
- Government is future-oriented and accountable.

DEI Strategy – DEI@Peel

Long-Term Outcomes:

- Sense of belonging for all
- Community Well-Being
- Organizational Well-Being

Alignment to DEI@Peel Activities and Initiatives:

- Development of:
 - DEI core principles
 - DEI Standards, guidelines and tools
 - Responsibilities and mandatory training for governing bodies
 - DEI measurement framework

Recommended Knowledge & Experience

To ensure the members of the PPSB have the required knowledge and skills to effectively represent and make recommendations and decisions that impact the well-being and safety of the community, the following standards have been identified.

- Frontline not for profit, corporate and community experience
- Meaningful volunteer engagement – regular and long-term volunteer contribution
- Advocacy and mentorship experience with youth, newcomers and people facing both historical and current barriers
- Active commitment to sustainable change
- Understanding of mental health and wellness and the detrimental impact on diverse communities and peoples.

<p>Community Representatives</p> <p>Community Representatives should have the following additional knowledge and/or experience:</p>	<p>Council Representatives</p> <p>Council Representatives should have some or all of the following additional knowledge and/or experience:</p>	<p>Provincial Representatives</p> <p>Provincial Representatives should have the following additional knowledge and/or experience:</p>
<ul style="list-style-type: none"> • Demonstrated knowledge of diverse communities, peoples and groups • Knowledge and understanding of community groups and their specific issues and concerns • Working in/volunteering in work with diverse communities • Good understanding of your own power and privilege in relation to diverse communities • Understanding and knowledge of the realities/lived experience of diverse groups in the community 	<ul style="list-style-type: none"> • Representative of diverse communities, peoples, and groups. • Understanding of government policy and programs. • Primary and secondary dimensions of diversity related to diverse communities, peoples, and groups. • Negative experiences and interactions with the police (first and second-hand experience) 	<ul style="list-style-type: none"> • Mental health and first aid (MHFA) certified or be willing to acquire this in the first year • Knowledge and experience with diverse communities, peoples, groups, genders, etc. <ul style="list-style-type: none"> ○ Understand or be willing to learn that communities and groups are not monolithic
<p style="text-align: center;">Recommendations/Considerations for Improvements</p> <p>The following have been identified as steps that will embed DEI into process, policies and practices that will enable the selection of diverse candidates for the PPSB.</p>		
<p>Community Representatives</p>	<p>Council Representatives</p>	<p>Provincial Representatives</p>
<ul style="list-style-type: none"> • Review and revise Policy G20-14, Community Member Appointments to Committees and Boards, applying a DEI lens to all aspects of the policy and procedures to facilitate equitable practices and experiences • Incorporate a diverse interview and selection panel in the recruitment for the community representative for the PPSB, such as members of the Diversity, Equity and Anti-Racism Committee of Council 	<ul style="list-style-type: none"> • Understanding of the Peel community, peoples and groups and their unique needs and experiences 	<ul style="list-style-type: none"> • A letter of support from the Regional Chair be sent to the Province to advocate for the provincial appointment process to adopt the required knowledge and experience for all PPSB members • Recommend and review the provincial recruitment process to ensure DEI principles are embedded and followed • Provincial representatives have knowledge and understanding of Peel communities, peoples and groups and their unique needs and experiences; and be a member of the Peel community

Appendix I - Municipal Diversity Plan - Community Safety and Policing Act, 2019

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| <ul style="list-style-type: none">• Community representative should represent identities disproportionately experiencing harm from the police | | |
|---|--|--|

Overall Recommendations**For Board Membership Selection:**

- Development and implementation of a skills matrix for the selection process for representatives to the PPSB
- Ensure diversity of the areas the Board serves is represented
- During the recruitment process clarify requirements for candidates outlined in the *G20-14 Community Member Appointments to Committees and Boards Policy* and address any critical questions to create a safe environment for participants during the selection process
- Involve members of the Diversity, Equity, and Anti-Racism (DEAR) Committee in the recruitment process to ensure that the voices of those disproportionately affected by police actions are represented

Municipal Diversity Plan for Appointments to the Toronto Police Service Board

Date: March 5, 2025
To: Executive Committee
From: City Clerk
Wards: All

SUMMARY

The purpose of this report is to recommend City Council adopt a diversity plan for appointments to the Toronto Police Service Board in accordance with the legislative requirement in section 28 of the Community Safety and Policing Act, 2019.

RECOMMENDATIONS

The City Clerk recommends that:

1. City Council adopt the Municipal Diversity Plan for appointments to the Toronto Police Service Board in Attachment 1.

FINANCIAL IMPACT

There are no financial implications.

DECISION HISTORY

This is a new issue. It reflects requirements in the Community Safety and Policing Act, 2019, which came into force on April 1, 2024.

<https://www.ontario.ca/laws/statute/19c01>

COMMENTS

Recent changes to Provincial law require Council to adopt a diversity plan for appointments to the Police Service Board.

The Community Safety and Policing Act, 2019 came into force on April 1, 2024. Section 28 of this Act requires every municipality that maintains a municipal board to prepare and, by resolution, approve a diversity plan to ensure that the members of the municipal board appointed by the municipality are representative of the diversity of the population in the municipality. City Council must approve its Municipal Diversity Plan for appointments to the Toronto Police Service Board by April 1, 2025. The plan must be published on the Internet in accordance with any regulations and revised at least once every four years.

Section 29 of the Act requires municipalities to promote vacancies on the Toronto Police Service Board, having regard to the need to ensure that police service boards are representative of the communities they serve.

The composition of the Toronto Police Service Board is being reviewed.

The current composition of the Toronto Police Service Board is 7 Members:

- The Mayor or designate appointed by Council
- 2 members of City Council
- 1 public member appointed by City Council
- 3 public members appointed by the Province of Ontario.

City Council appoints its public member in accordance with the City's Public Appointments Policy. City Council appoints the Members of Council upon recommendation of the Striking Committee.

Under the Community Safety and Policing Act, 2019, City Council has until the end of the 2022-2026 Council term to determine the size of the Toronto Police Service Board. Council can set its composition at 5, 7 or 9 members. Otherwise, the Board size will default to five members - a reduction by one member of City Council and one member appointed by the Province. City Staff will report on the composition of the Toronto Police Service Board by the end of 2025.

Diversity is already a guiding principle of the public appointments process.

The City's [Public Appointments Policy](#) lists equity as one of the values applied in the public appointments process to achieve participation that affirms the diversity of the City of Toronto.

The Public Appointments Policy also includes steps for advertising vacancies, including outreach to diverse communities in Toronto. This fulfills the requirement in Section 29 of the Act to promote availability of appointments and reflecting the diversity of Toronto.

Further opportunities to increase diversity in appointments will be reviewed as part of future updates to the Public Appointments Policy.

The City Clerk's Office is also working to increase representation and reduce barriers to appointment for specific groups in Toronto, in accordance with Council-approved actions in the City's Reconciliation Action Plan, the Action Plan to Confront Anti-Black Racism and the Access Plan for Two-Spirit, Trans & Non-Binary Youth.

Consideration will also be given to diversity for Council member appointments.

The requirement in the Community Safety and Policing Act, 2019 for a Municipal Diversity Plan applies to both public and Council members. Members of Council who are appointed to the Toronto Police Service Board are recommended by the Striking Committee. The Public Appointments Policy does not apply to Council Member appointments.

The Municipal Diversity Plan in Attachment 1 to this report includes a policy statement that City Council will consider the Plan when making all appointments to the Toronto Police Service Board. The City Clerk will circulate the Municipal Diversity Plan to the Striking Committee when it considers appointments to the police board.

CONTACT

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SIGNATURE

John D. Elvidge
City Clerk

ATTACHMENTS

Attachment 1 - Municipal Diversity Plan for appointments to the Toronto Police Service Board

Attachment 1: Municipal Diversity Plan for appointments to the Toronto Police Service Board

Pursuant to the Community Safety and Policing Act, 2019.

This diversity plan aims to ensure that members of the Toronto Police Service Board that are appointed by City Council reflect the diversity of the population of the City of Toronto.

Application

This Plan applies to public appointees and Members of Council who are appointed to the Toronto Police Service Board.

Distribution

This plan will be distributed to Members of Council for consideration in any process to appoint or reappoint a Member of Council or public member to the Toronto Police Service Board. Further details are provided in the sections below.

The Municipal Diversity Plan will also be available on the City's [Public Appointments website](#), subject to any specific requirements provided by any regulations to the Community Safety and Policing Act, 2019.

Policy Statement

In accordance with the Community Safety and Policing Act, 2019, City Council will consider the following when making appointments or re-appointments to the Toronto Police Service Board:

- the need to ensure that the Toronto Police Service Board is representative of Toronto, having regard for the diversity of the population in the area; and
- this Municipal Diversity Plan.

Specific actions pertaining to the appointment of public members and Members of Council to the Toronto Police Service Board are outlined below.

Appointment of Public Members to the Toronto Police Service Board

The Civic Appointments Committee shortlists, interviews and recommends public members to City Council for appointment to the Toronto Police Service Board in accordance with the City's [Public Appointments Policy](#).

One of the guiding principles of the Public Appointments Policy is a commitment to recruiting and selecting members that reflect the diversity of the community. This includes efforts to remove barriers to the recruitment, selection and retention of members of systemically disadvantaged groups, including women, young adults (ages 18 to 30), Indigenous people, people with disabilities, racial minorities and people with

diverse sexual orientation. This also means fair representation of all geographic areas of Toronto.

The Public Appointments Secretariat in the City Clerk's Office coordinates the appointment process. Staff conduct widespread outreach to the public about vacancies on the Toronto Police Service Board, as well as targeted outreach to promote diversity in appointments.

The City Clerk's Office reports to the Civic Appointments Committee to support meetings to shortlist and interview and to recommend candidates to City Council for appointment. This plan will be attached to these reports and available to all Members of Council for their consideration.

In addition to the requirements in the Public Appointments Policy, the City Clerk's Office will continue to work on reducing barriers to appointment for underrepresented groups. This includes actions taken as part of the City's Reconciliation Action Plan, the Action Plan to Confront Anti-Black Racism and the Access Plan for Two-Spirit, Trans & Non-Binary Youth. City Council may amend the Public Appointments Policy or Action Plans or adopt new equity initiatives, which staff will apply to the appointments process.

Appointment of Members of Council to the Police Service Board

City Council appoints Members of Council to the Toronto Police Service Board on the recommendation of the Striking Committee. The City Clerk canvasses Members of Council for their interest in appointment and presents this canvas to the Striking Committee for its consideration.

A link to this Municipal Diversity Plan will be included in the canvas survey . Additionally, the City Clerk will attach the Plan to any reports to the Striking Committee regarding the appointment of Members of Council to the Toronto Police Service Board.

Plan Review and Reports

In accordance with the Community Safety and Policing Act, 2019, the City Clerk will publish reports on the implementation of this plan in accordance with any regulations.

This plan will be reviewed and if appropriate, revised once every four years (once per term of Council).