



Date	Received From	Organization	Subject Line	Brief description
31-Mar	Diane Smithson	OAPSB – Zone 2	OAPSB Zone 2 Agenda - April 25, 2025 in Kingston	Agenda for upcoming Zone 2 meeting.

## 6 Business

### 6.1 2024 Police Services Annual Report

### 6.2 2024 Annual Missing Persons Report

### 6.3 2025 Q1 report

### 6.4 Report from the Station

### 6.5 RIDE Grant Transfer Payment Agreement

### 6.6 Responsibility and Solutions for Crossing Guard Service Improvement

### 6.7 Implementation of Community Safety and Policing Act requirements

6.7.1 Inspector General Memo #3: Municipal Police Service Board Policy on Critical Points

6.7.2 Inspector General Memo #4: Release of the Inspectorate of Policing's Strategic Plan

6.7.3 Policy Review – Various policies

## 7 IN CAMERA Meeting

### Resolution 4

MOVED BY:

SECONDED BY:

**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**

**8 Business Arising from IN-CAMERA**

**9 Adjournment**

**Resolution 5**

**MOVED BY:**

**SECONDED BY:**

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

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**MINUTES**  
**Deep River Police Service Board**  
January 27<sup>th</sup>, 2025 – 5:00 pm  
Town Hall



**Attendance**

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

**1 Call to Order**

Chair D'eon called the meeting to order at 5:10pm.

**2 Confirmation of Agenda**

**Resolution 1**            MOVED BY: Kelly Lapping  
                                      SECONDED BY: Suzanne D'Eon

**BE IT RESOLVED THAT** the agenda for the meeting of January 27<sup>th</sup>, 2025 be approved as presented.

**CARRIED**

**3 Declarations of Pecuniary Interest**

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

**4 Election of the Chair**

**4.1 Election**

**Resolution 2**            MOVED BY: Kelly Lapping  
                                      SECONDED BY: Suzanne D'Eon

**BE IT RESOLVED THAT** the Board elects Suzanne D'eon as Chair of the Deep River Police Services Board for the 2025 year.

**CARRIED**

**5 Minutes of Previous Meetings**

**5.1 Minutes from the Special meeting of November 25, 2024**

**Resolution 3**            MOVED BY: Kelly Lapping  
                                      SECONDED BY: Suzanne D'Eon

**BE IT RESOLVED THAT** the minutes from the Special meeting of November 25th, 2024 be approved as presented.

**CARRIED**

**5.2 Minutes from the Special meeting of November 29, 2024**

**Resolution 4**    MOVED BY: Kelly Lapping  
                      SECONDED BY: Suzanne D'Eon

**BE IT RESOLVED THAT** the minutes from the Special meeting of November 29<sup>th</sup>, 2024 be approved as presented.

**CARRIED**

**5.3 Minutes from the Special meeting of December 1, 2024**

**Resolution 5**    MOVED BY: Kelly Lapping  
                      SECONDED BY: Suzanne D'Eon

**BE IT RESOLVED THAT** the minutes from the Special meeting of December 2<sup>th</sup>, 2024 be approved as presented.

**CARRIED**

**5.4 Minutes from the Special meeting of December 12, 2025**

**Resolution 6**    MOVED BY: Kelly Lapping  
                      SECONDED BY: Suzanne D'Eon

**BE IT RESOLVED THAT** the minutes from the Special meeting of December 12<sup>th</sup>, 2024 be approved as presented.

**CARRIED**

**5.5 Minutes from the Special meeting of January 16, 2025**

**Resolution 7**    MOVED BY: Kelly Lapping  
                      SECONDED BY: Suzanne D'Eon

**BE IT RESOLVED THAT** the minutes from the Special meeting of January 16<sup>th</sup>, 2025 be approved as presented.

**CARRIED**

## 6 Correspondence and New Business

## 6.1 Correspondence received since the last meeting

**Resolution 8**      MOVED BY: Suzanne D'Eon  
SECONDED BY: Kelly Lapping

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

**CARRIED**

## 7 Business

## 7.1 Draft 2025 Police Services Operating Budget

## 7.2 Draft 2025 Police Services Board Budget

The Board reviewed the proposed operating budgets for the Police Service and Board, and made several changes. These are to be included in the proposed budget presented to the Town of Deep River Council for consideration.

**Resolution 9**      MOVED BY: Kelly Lapping  
                               SECONDED BY: Suzanne D'Eon

**BE IT RESOLVED THAT** the Employee Assistance Program provided by TELUS Health be terminated.

**CARRIED**

**Resolution 10** MOVED BY: Kelly Lapping  
SECONDED BY: Suzanne D'Eon

**BE IT RESOLVED THAT** a \$500 donation be made to the Renfrew County Crime Stoppers.

CARRIED

### 7.3 2024 Quarter 3 report

The Chief presented the 2024 Q3 report.

## 7.4 Report from the Station

The Chief updated the Board on current and recent activities at the Service. The Chief noted that a police vehicle was involved in a motor vehicle accident. No injuries occurred.

**7.5 Implementation of Community Safety and Policing Act requirements**

The Chief continues to work with Mr. Preston on the development of updated Police Service policies and procedures. The Chief will forward the draft policies in batches to the Board for review and approval.

**Resolution 11** MOVED BY: Kelly Lapping  
SECONDED BY: Suzanne D'Eon

**WHEREAS** the Community Policing and Safety Act requires all Police Service and Board policies and procedures to be updated to align with the Act, and a significant number of new policies and procedures to be developed,

**BE IT RESOLVED THAT** the Board will review and approve Police Service policies and procedures electronically so that the implementation of these policies can be done in an efficient and timely manner.

**CARRIED**

**8 IN CAMERA Meeting**

**Resolution 12** MOVED BY: Suzanne D'eon  
SECONDED BY: Kelly Lapping

**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,  
(d) labour relations or employee negotiations.*

**CARRIED**

**8.1 IDENTIFIABLE INDIVIDUALS: Chief of Police performance Review****8.2 LABOUR RELATIONS: Deep River Police Association Collective Agreement**

The Board entered In Camera at 6:40 pm.

The Board emerged from In Camera at 6:57 pm

## **9 Business Arising from In Camera**

No business arose from the In Camera meeting.

## **10 Adjournment**

**Resolution 13**

MOVED BY: Suzanne D'Eon

SECONDED BY: Tracy Russell

**BE IT RESOLVED THAT THE** Deep River Police Service Board hereby adjourns  
this Special meeting at 6:58 pm

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Suzanne D'eon, Chair

---

Christian Kaiser, Secretary

**Christian Kaiser**

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**From:** Jennifer Williams <membership@oapsb.ca>  
**Sent:** January 28, 2025 11:08 AM  
**To:** Christian Kaiser  
**Subject:** Peel Police Service Board Human Rights and Police Governance Report



## Peel Police Service Board Human Rights and Police Governance Report



Please find attached a report written by Dr. Akwasi Owusu-Bempah and his team for Peel Regional Police Service and the Board of Directors with 91 recommendations towards improving equity, accountability and trust in policing.

This report emphasizes the need for strategic planning, enhanced community engagement, and improved accountability mechanisms to address systemic challenges.

Key recommendations include expanding human rights training, improving data transparency, and embedding equity focused policies across all areas of governance.

The report is available on the Peel Police Service Board's website and we will have a copy on our resource library as well.

Rob Serpe has asked that we share this document with everyone to foster awareness and collaboration around these critical initiatives.

Press Release

PSB Response to GHR Report

Police Governance and Human Rights Report

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This email was sent on behalf of Ontario Association of Police Services Boards located at PO Box 43058, London RPO Highland, ON N6J 0A7. [To unsubscribe click here.](#) If you have questions or comments concerning this email contact Ontario Association of Police Services Boards at [oapsb@oapsb.ca](mailto:oapsb@oapsb.ca).

## Christian Kaiser

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**From:** Diane Smithson <dsmithson@carletonplace.ca>  
**Sent:** March 31, 2025 12:17 PM  
**To:** Diane Smithson  
**Subject:** OAPSB Zone 2 Agenda - April 25, 2025 in Kingston  
**Attachments:** AGENDA OAPSB ZONE 2.250425.pdf; AGENDA OAPSB ZONE 2.250425.doc; MIN OAPSB Zone 2 241129.pdf

Good afternoon,

Attached please find the agenda for the OAPSB Zone 2 meeting scheduled for Friday, April 25 2025 in Kingston along with the minutes of the last meeting. Please note if you need to make hotel arrangements, below is a block of rooms that has been arranged by the Kingston PSB. Please share the agenda and minutes with the respective members of your Police Services Board / Detachment Board? The last date to RSVP to me is **Thursday, April 18, 2025** (as Friday is Good Friday of the Easter weekend). Thank you

### Event Summary:

#### OAPSB Zone 2 Meeting

**Start Date: Thursday, April 24, 2025**

**End Date: Friday, April 25, 2025**

#### Hotel(s) offering your special group rate:

- Courtyard Kingston Highway 401/Division Street **for 130.00 CAD - 155.00 CAD per night - Last Day to Book : Monday, March 31, 2025**

#### [Book your group rate for OAPSB Zone 2 Meeting](#)

If you have any questions, please ask.

Diane Smithson, (she/her) B. Comm, Dipl.M.M., CMO  
Chief Administrative Officer  
Town of Carleton Place  
175 Bridge Street,  
Carleton Place, ON K7C 2V8  
Tel: 613-257-6255  
Fax: 613-257-8170  
Website: [www.carletonplace.ca](http://www.carletonplace.ca)

Sign up for the Town's e-newsletter CP Scoop: [www.carletonplace.ca/cpscoop](http://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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## **OAPSB ZONE 2**

c/o Diane Smithson, Secretary-Treasurer  
Town of Carleton Place  
175 Bridge Street  
Carleton Place, Ontario K7C 2V8  
Tel: (613) 257-6255  
[dsmithson@carletonplace.ca](mailto:dsmithson@carletonplace.ca)

***Promoting Civilian Governance Excellence in the Delivery  
of Police Services in Eastern Ontario***

### **NOTICE OF 2025 MEETING** **OAPSB ZONE 2** **AGENDA**

**TO:** All OAPSB Zone 2 Membership  
Graham Wight, Police Services Advisor, Inspectorate of Policing

**DATE:** Friday, April 25, 2025

**TIME:** 9:30 a.m. – 1:00 p.m.

**HOST:** Kingston Police Service Board

**LOCATION:** Community Room  
Kingston Police Headquarters  
705 Division Street  
Kingston ON K7K 4C2

**9:00 a.m.** Light refreshments available

**9:30 a.m.** Call to Order

**12:30 p.m.** Lunch will be provided

1. Meeting call to order
2. Chair's welcome and opening remarks  
Welcome and Opening remarks by Kingston Deputy Mayor Conny Glenn
3. Approval of Agenda
4. Approval of the minutes of the Zone 2 Meeting held in Ottawa on Friday, November 29<sup>th</sup>, 2024 hosted by the Ottawa Police Service Board
5. Business arising from the minutes
6. Secretary-Treasurer's Financial Report
7. Updates:

- a. Graham Wight, Inspectorate of Policing, Police Services Advisor
- b. Lisa Darling, OAPSB Executive Director

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

9. New Business

10. Membership Input

11. Upcoming Meeting Dates and Locations

- a. June 20, 2025 – Casselman
- b. September 19, 2025 - Hawkesbury

12. Adjournment

Your Zone 2 Chair Dena Comley  
& Secretary-Treasurer, Diane Smithson

**PLEASE RSVP TO DIANE SMITHSON (613) 257-6255 OR BY EMAIL AT [DSMITHSON@CARLETONPLACE.CA](mailto:DSMITHSON@CARLETONPLACE.CA) BY THURSDAY, APRIL 17<sup>TH</sup>, 2025 AT 4:00 P.M. SO THAT NUMBER OF ATTENDEES CAN BE PROVIDED FOR LUNCHEON PURPOSES**

**Please note:** Guests are welcome to attend

**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, November 29, 2024 at 9:30 a.m. at the Holiday Inn and Suites in Kanata hosted by the Ottawa Police Services Board.

**PRESENT**

There were a total of 24 people in attendance, 21 of them were members of the OAPSB Zone 2 representing 14 separate Zone 2 Police Services Boards and Detachment Boards. Attached please find a copy of the registration list that was circulated at the meeting.

**VISITORS**

Dr. Stephen Maguire, Executive Director, Centre on Values and Ethics, Carleton University  
Chief Eric Stubbs, Ottawa Police Service  
Lisa Darling, Executive Director, OAPSB

**1. Meeting Call to Order**

Chairperson Dena Comley called the meeting to order at 9:30 a.m.

**2. Welcome Remarks**

Chairperson Comley welcomed everyone and thanked the Ottawa Police Services Board (PSB) for hosting the meeting. She advised that there was a sign-in sheet circulating for everyone to sign.

She then introduced Dave Donaldson, member of the Ottawa PSB who shared that the City of Ottawa is challenging as it is 80% rural and covers 2,800 square kms. There are policing challenges associated with the size and makeup of the City.

He then welcomed everyone on behalf of the Ottawa PSB and invited everyone to attend one of the many Christmas fairs ongoing in the City.

**3. Approval of Agenda**

**Moved by Scott Brum, Renfrew  
Seconded by Denzil Ferguson, Lanark County  
THAT the agenda be approved as circulated and read.**

**CARRIED**

**4. Approval of the Minutes**

**Moved by David Donaldson, Ottawa  
Seconded by Bill Roberts, Prince Edward County**

**THAT the minutes of the OAPSB Zone 2 meeting held in Pembroke hosted by the Pembroke Police Services Board on Thursday, September 19, 2024 and Friday, September 20, 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 \$2,432.94 to November 28, 2024. The Treasurer circulated a copy of the financial statement outlining the revenues and expenses that had transpired since the last report.

**Moved by Denzil Ferguson, Lanark County**

**Seconded by Scott Brum, Renfrew**

**THAT the financial report to November 28, 2024 showing a bank balance of \$2,432.94 be approved as presented by the Secretary-Treasurer.**

**CARRIED**

**7. Updates**

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

Chairperson Comley advised that Graham Wight sent his regrets for today's meeting.

**b. Lisa Darling, OAPSB Executive Director**

Ms. Darling provided updates since the Spring Conference to the members which included the following information:

- There have been challenges with the training of Board members
- There was a loss and hiring of a curriculum developer
- Lots of Detachment Boards issues including formation, naming, branding, and insurance. With respect to insurance, any Board can join the OAPSB's insurance program at any time and the cost will be prorated for the balance of this fiscal year. The new insurance year will take effect September 2025.
- With respect to Detachment Board (DB) names, the various communities were not asked what they wanted their Board name to be resulting in names like Renfrew 1, Renfrew 2, etc. If DBs wish to change their names, they need to pass a by-law showing the existing name and the proposed new name and submit it to the OAPSB and OPP. The OPP have created a logo for each DB and hope to release them by the end of the year.
- In terms of preparing for 2025 and beyond, the OAPSB is working on programs, processes and contracts. To ensure they have capacity to grow:
  - They are implementing a new records management system;

- Implementing a new fee structure based on \$0.21 / property for DBs and a schedule for municipal boards;
  - Fixing their website;
  - Developing growth plans
- She provided an overview of the current membership
- The OAPSB will be rebranding as the name is no longer representative of the membership. An update on this will be provided at the Spring Conference. The new branding will take effect January 2026.
- She reviewed the 2025 communications plan which includes updates to the website and technology, partnerships and staffing. Starting in March, a professional quarterly newsletter will be released. OAPSB will be a presenter at the ROMA conference in January.
- The OAPSB is looking at the Zones and will be considering changes to ensure consistency between the Zones.
- A Training Plan has been developed. 17 courses have been identified. The OAPSB wants to take over training. The Ontario Police College is already at capacity dealing with training of police personnel.
- 2025 projects include:
  - A webinar series in partnership with the Canadian Association of Police Governance (CAPG);
  - A recruitment initiative;
  - WSIB White Paper looking at the information WSIB requires and what to Police Services require. Where do we need to advocate to the government for change?
  - Better bargaining outcomes – consistent communications and support
- 2025 Spring Conference workshops will include:
  - Public speaking and the media
  - Critical thinking in police governance
  - What to look for in your leader
  - Board meetings and rules of engagement
  - Survey for your service

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

After all questions had been address by Ms. Darling, Chairperson Comley thanked her for her update.

## 8. Delegations

- a. **Dr. Stephen Maguire, Executive Director, Centre on Values and Ethics, Carleton University**  
**Re: National guidelines being developed for the use of AI enabled technologies in Canadian policing**

Chair Comley introduced Dr. Maguire

Dr. Maguire's presentation included the following information:

- Defined AI and AI enabled technologies and that it is challenging as we don't understand how the algorithm works
- Defined ethics
- Related AI Standards include:
  - **Lawful** from a Human Rights perspective – freedom of assembly and freedom of speech which can become hate speech – this is where ethical rights come into play
  - Human Rights are constantly evolving – social changes occur every 5 years
  - **Lawful**
  - Privacy is constantly changing
  - Boundary conditions of privacy i.e. facial recognition, National Identity Cards
  - Intention of guidelines - balancing public good of human rights and privacy with the public good of public safety and community well-being
  - **Public Safety and Community Well-being** – Values: Respect, Fairness and Accountability
  - Respect – interpersonal respect i.e. listening
    - Need a community engagement plan, risk assessment, clear purpose for using AI i.e. taking notes (note taking takes 10 times the amount of time that it took 10 years ago)
    - If going to be using AI, then have guidelines on how it will be used and be open about these uses
  - Fairness – balancing competing interests i.e. equality, equity, impartiality, objectivity, transparency
    - Data integrity – accurate collection and analysis of data; verifiable data; securely stored; policing on sharing data
    - Transparency
    - Bias – there are algorithms that can detect bias in other programs
  - Accountability – providing an account of our actions – important for human growth
    - Governance – Police Boards have to ensure that police have policies on how AI will be used
    - Have a human in the loop to monitor for consistent outcomes
    - Accuracy and reliability
    - Safely secured
    - Explainability – explain decision – what is going on with AI; how will it contribute to safety and community well-being?
- An Ethical Outcome
  - Ethics includes doing what is right and doing what is good
  - Doing what is right is about our legal obligations as well as informal and formal ethical obligations
  - Doing good is about accomplishing worthwhile or admirable ends.
  - Use AI to strengthen public safety and enhance community well-being
  - Community engagement is very important when using AI
  - Many officers are on leave – use AI to increase efficiency

- AI guidelines ensure police do what is right to accomplish what is good – public safety and community well-being.

After all questions had been addressed, Chairperson Comley thanked Dr. Maguire for his presentation.

**b. Ottawa Police Chief Eric Stubbs**

**Re: Challenges faced by a large police service**

Dave Donaldson introduced Chief Stubb's. Chief Stubb's presentation included the following information:

- Started in Ottawa in November 2022 following the convoy which occurred in February 2022. He is learning about the community and the Ottawa Police Service (OPS).
- Morale in the force was low. They are understaffed and underfunded units within the service.
- He has met with a lot of racialized communities who have expressed a desire to work with the Police Service to improve relationships.
- The City has grown incredibly and it is unique as the Capital of Canada with lots of protests on Parliament Hill, safety of politicians, dignitary visits such as Presidents Biden and Zelensky, Climate/UN Conferences, etc. In addition, the RCMP has taken a step back from their role on Parliament Hill and have turned it over to the OPS. The Federal return to work has affected a lot of change
- The OPS has a staff stabilization strategy involving the hiring of 435 officers over 3 years and additional Civilian staff. They are finishing year 1 and should be see 130 sworn members hired.
- They have a District policing module based on a community policing model: rural, suburban and urban districts
- Having 24 wards with 24 councillors with their own perspectives is a challenge that involves understanding their priorities i.e. traffic, vulnerable populations, guns and gangs, auto theft, etc.
- The City is strapped financially and is reaching out to the provincial and federal governments for funding. Chief Stubbs would like to see the following programs implemented: police office in Byward Market (community police office); an integrated community hub with 30 agencies working together to deal with people in the Byward Market and having service agencies on the ground to deal with regular offenders.
- Provincial funding initiatives will include:
  - A mounted unit of 8 horses; 4 in April and 4 by end of 2025/early 2026
  - A helicopter which has been ordered.
- Federal Government is being asked to provide funding to address Capital of Canada issues:
  - Visible presence in parliamentary precinct and work with precinct officers
  - Diplomatic work related to various embassies
- When Chief Stubbs worked for the RCMP he didn't have a PSB so he had to learn this aspect of the job. There have been 4 Board chairs in 2 years, changes on the Board and an Executive Director change which has been challenging

- The CSPA has also been challenging as the OPS has to operationalize it and learn how to work within it. The Provincial government will be opening up the legislation to make some changes i.e. the rules around asking for assistance from other police agencies. Police services need to be flexible when they need help.
- Reporting to the Board takes significant time
- The Budget is challenging. The OPS is underfunded. Extra dollars are required from the growth in assessment which has not occurred in the past. Contract negotiations will be difficult as a result of some recent settlements across the Province. The current contract expires December 31, 2024.

The members were provided an opportunity to ask questions of Chief Stubbs. After all questions had been addressed, Chairperson Comley thanked Chief Stubbs for his presentation.

## **9. New Business**

### **a. Establish 2025 OAPSB Zone 2 Fee**

Diane Smithson, Secretary-Treasurer circulated and reviewed her analysis of revenues and expenditures for the OAPSB Zone 2 for the past 5 years along with a review of Police Services Boards / Detachment Boards within Zone 2 following the implementation of the Community Safety and Policing Act on April 1, 2024. Based on her analysis, she is recommending that the Zone 2 fees remain at \$100 for 2025 and the fees be reviewed again at the end of 2025 to determine if changes need to be made for 2026 and onwards. The following motion was presented

**Moved by Heather Smith, Belleville**

**Seconded by Glen Campbell, Renfrew**

**THAT OAPSB Zone 2 fees remain at \$100 for 2025; and**

**THAT the Treasurer provide a further fee analysis prior to 2025 year end to determine if changes are required to Zone 2 fees for 2026 and onwards.**

**CARRIED**

## **9. Membership Input**

None

## **10. Upcoming Meeting Dates and Locations**

April 25, 2025 – Kingston

June 20, 2025 – Casselman

September 19, 2025 - Hawkesbury

## **11. Adjournment**

**Moved by Jim Harrison, Quinte West**

**Seconded by Jim McDonell, Stormont, Dundas and Glengarry**

**THAT the meeting be adjourned at 12:03 p.m.**

**CARRIED**

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Dena Comley, Chairperson

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Diane Smithson, Recording Secretary

Attendance Record		Host: OAPSB Zone 2 Meeting – Ottawa PSB	
Meeting Date:	November 29, 2024	Location: Ottawa, ON	
Name	Board Name	Email Address	Phone
Jim McQuinn	SD & G	jim.mcQuinn@bell.net	613-330-8415
Steve Pegum	Frontenac	SPegum@SouthFrontenac.net	613-328-3070
Michael Staw	Pembroke	mstjew@outlook.com	613-633-0691
Denise Ferguson	MM's	dferguson@MississippiMoose	613-624-5435
Bob Worrell	L.A. Opp	bob@greaterottawa.net	613-328-7574
Willie Burdett	Russell	willieburdett@Russell.ca	613-213-0295
Michael Tamsini	Russell	MikeTamsini@Russell.ca	613-601-5319
Scott Brown	Renfrew	SBrown@McPharhamside.com	613-612-4735
Glen Campbell	Renfrew	gcampbell@hontontownship.ca	613-433-8003
Loeie Sargeant	Kingston	lsargeant@kpl.ca	613-893-0661
Heather Smith	Belleville	hsmith@sympatico.ca	613-331-1287

Attendance Record		Host: OAPSB Zone 2 Meeting – Ottawa PSB	
Meeting Date:	November 29, 2024	Location: Ottawa, ON	
Name	Board Name	Email Address	Phone
Jim Applegate	Quinte West	jimapp@quintewest.ca	613-848-1856
Dave Oni	Quinte West	david.oni@quintewest.ca	613-849-9750
Caroline Gaudette	Hawkesbury	caro.gaudette@gmail.com	514-791-5523
Bill Roberts	Prince Edward County	blrob@pecounty.on.ca	613-476-3387
Jennifer Aunger-Ritchie	Smithton Falls	jaunger@sfps.ca	613-285-5603
Michael Cameron	Norfolk Peninsula	miccam@norfolkpeninsula-ns.ca	902-299-7705
Jacques Quirnel	Hamkeebur	jquiesnel@outlook.com	613-676-6011
Dave Donaldson	Ottawa	dave.donaldson@bell.net	613-302-9233
Diane Smithson	Lanark City	dsmithson@carletonplace.ca	613-257-6255

[illegible]

# Deep River Police

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## 2024 ANNUAL REPORT



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**Deep River Police Service**

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**100 Deep River Road**

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**Deep River, ON**

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**K0J 1P0**

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**613-584-3500**



## Deep River Police Service 2024 Annual Report

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## Deep River Police Service 2024 Annual Report

### MESSAGE FROM THE CHIEF

On behalf of the Deep River Police Service, we are proud to present our 2024 Annual Report. This report illustrates the ongoing commitment and dedication of our members to not only deliver adequate and effective policing, but to constantly improve upon it.



This year presented many challenges which included the necessity to hire 2 new officers, the implementation of the new Community Safety and Policing Act, and an ever-increasing demand for calls for service. At the same time, operating within an acceptable range of our police budget.

2024 was the first year of our new Strategic Plan and we have included the Plan's progress report to show exactly what attention we've given and means we've utilized to reach identified goals.

Ensuring public safety and delivering a service that exceeds community expectations cannot be accomplished without the support and cooperation of all our stakeholders. We would like to recognize members of our community, local organizations, other first responders, municipal leaders, the Police Services Board to name a few that regularly contribute to the success and sustainability of our Police Service.

Thank you for your interest and taking the time to read this document.

*Dean Duchrow*

Chief of Police



## Deep River Police Service 2024 Annual Report

### MESSAGE FROM THE CHAIR



## Deep River Police Service 2024 Annual Report

# VISION, MISSION, VALUES

## OUR VISION

To provide the highest standards of professionalism in partnership with our community.

## MISSION

The Deep River Police Service strives to protect life, including public and private property under the law and with full respect for human dignity and according to the highest standards of professional skill, integrity, and accountability.

## CORE VALUES

- Integrity and loyalty
- Empathy and fairness
- Impartiality and transparency
- Respect and civility
- Courage and leadership

“A Police Service that is committed to quality policing, responsive to community needs, sustainable, and fiscally responsible.”





## Deep River Police Service 2024 Annual Report

### STRUCTURE OF THE DRPS

**Governance:** The Deep River Police Service was formed in conjunction with town's inception in 1957. Governance of the DRPS is provided via the three-member Deep River Police Service Board. In 2024, the DRPSB consisted of Chair, Mayor Sue D'eon, Ms. Tracy Russell and Ms. Kelly Lapping. Mr. Christian Kaiser is the Board Secretary. The Board is responsible for the provision of adequate and effective police services to the municipality.

**Administration:** Chief of Police Dean Duchrow has primary responsibility for the administration and operations of the Deep River Police Service. He also provides operational backup and coverage on occasion.

Administrative assistant Michelle Russell supports the Chief of Police.





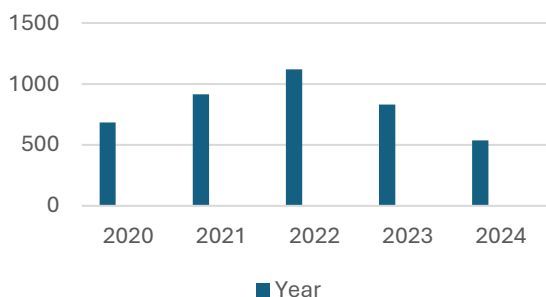
## Deep River Police Service 2024 Annual Report

### ROAD SAFETY & TRAFFIC ENFORCEMENT

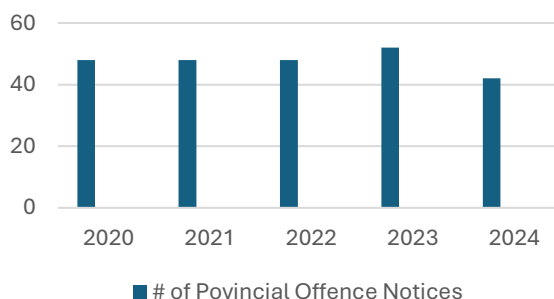
The officers of the Deep River Police are committed to keeping our community, roads and highway safe. One of the ways officers do this is through enforcement of multiple Provincial Acts; including but not limited to, the Highway Traffic Act, the Liquor Licence Control Act, Cannabis Act, Trespass to Property Act, and the Off-Road Motor Vehicle Act. The vast majority of enforcement charges laid are under the Highway Traffic Act, with speeding being the most frequent violation.

Officers patrolled our streets conducting traffic stops and R.I.D.E. programs. Bicycle patrols allowed officers to patrol trails, back lanes, and other areas inaccessible to motor vehicles. Several traffic campaigns, usually over long weekends focused on aggressive driving, distracted driving, driving under the influence of alcohol/drugs, and seatbelt use.

HIGHWAY TRAFFIC ACT  
CHARGES



MOTOR VEHICLE  
COLLISIONS



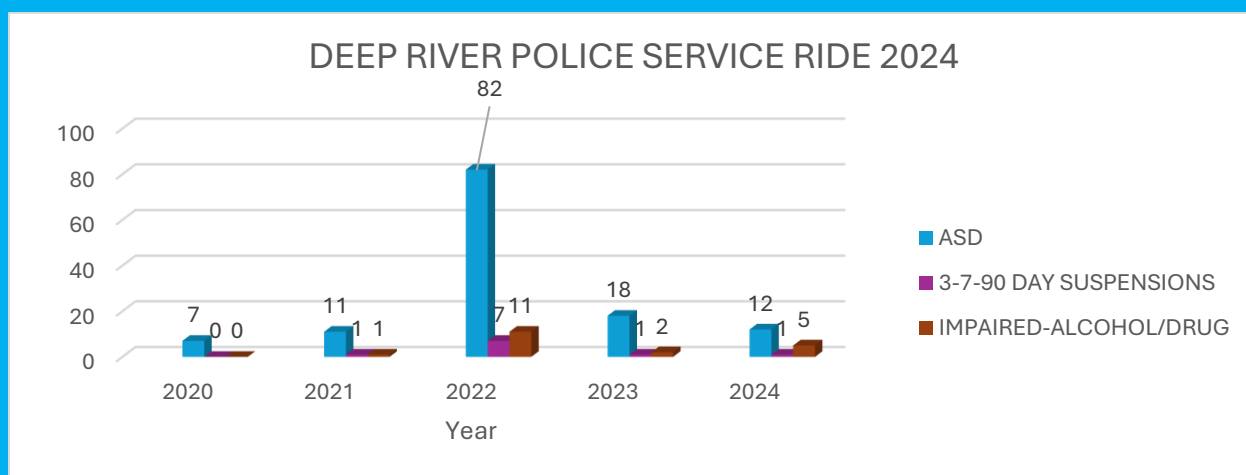


## Deep River Police Service 2024 Annual Report

### RIDE 2024 (REDUCE IMPAIRED DRIVING EVERYWHERE)

During 2024, the Deep River Police Service participated in several Provincial and Federal traffic campaigns such as the Fall distracted driving campaign as well as the festive R.I.D.E (Reduce Impaired Driving Everywhere) program. Our Service was once again able to secure a provincial grant to support the R.I.D.E. program.

In 2024, officers conducted 93 R.I.D.E programs, resulting in 297 vehicles being checked.





## Deep River Police Service 2024 Annual Report

# COMMUNITY PATROL & CRIME PREVENTION

### Community Patrol

Deep River Police officers maintain a highly visible presence in our neighborhoods.

Officers regularly conduct vehicle and foot patrols in the downtown core, highway commercial properties, residential streets, vacant homes, recreational properties, and schools. Officers also perform foot patrol and bicycle patrol on pathways, trails and in parks that have no vehicle access.

### Crime Prevention

Several methods of preventing crime are utilized by the Deep River Police. They include but are not limited to the following activities:

- Information sharing on the Deep River Police Facebook and X social media accounts.
- Utilizing Crime Stoppers to receive and follow up on tips. 9 Tips were received from Crime Stoppers in 2024.
- Weekly North Renfrew Times newspaper articles on crime prevention.
- The installation of two closed circuit security cameras that capture the downtown area and are continuously recording. All officers have access to the video feed and can access what the cameras recorded for evidence and court purposes.
- Deep River officers also conducted various presentations to the public on topics such as Internet safety, drugs, driving safety, frauds and scams, and sharing information on social media. Audiences included the general public, seniors and youth.
- A local Situation Table was established to encourage and foster the participation of several agencies to participate and work cooperatively toward common goals to reduce victimization and improve the quality of life for those in need.



## Deep River Police Service 2024 Annual Report

### COMMUNITY PATROL & CRIME PREVENTION (con't)



Bicycle Patrol



Lock it or lose it

Renfrew County  
**CRIME**   
**STOPPERS**  
[www.valleytips.ca](http://www.valleytips.ca)  
1-800-222-TIPS

Crimestoppers



Seniors Presentation



## Deep River Police Service 2024 Annual Report

### COMMUNITY SERVICE

During 2024, the Deep River Police Service (DRPS) continued to provide valuable information to the public through social media and various presentations with assistance from various partner agencies. The DRPS submitted weekly local newspaper articles on a large range of topics. Topics included but were not limited to “lock it or lose it”, impaired driving laws, drug awareness information, fraud prevention tips, and bicycle safety information. The weekly articles were also posted on Facebook and X to ensure the largest number of residents would have access to the information. Throughout 2024, the DRPS generated 160 community service calls which included foot patrols, presentations, bicycle patrols and other police-community interactions.

Police were in contact with many other agencies in Renfrew County to begin the implementation of a North Renfrew County Situation Table. The purpose of this initiative is to focus on services and resources that are available to residents in north Renfrew that may not normally be available because of location. The initial phases included reaching out to agencies to encourage participation and providing a training link through Wilfred Laurier University. By the end of 2024, the first meeting was a success with many agencies participating. The different agencies included North Renfrew Family Services, Family and Children Services, Victim Services of Renfrew County, Mental Health and Addictions, Paramedic Services, Housing, etc... Other agencies were contacted after the initial meeting to show the benefits of the program and include them in future meetings.

The Deep River Police, in cooperation with the Deep River Police Association hosted a poster contest. The contest required elementary students to create a poster showing what it means to them to be a police officer. The contest ran in conjunction with police week and the best poster winner from each school won a Canadian Tire gift card provided by the DRPA. Some of the posters are displayed in the police station.

Police continued to present bicycle safety talks and bike rodeos at our schools, during Canada Day celebrations and for summer camp groups. There were also bicycle safety sessions for seniors that included rules of the road, safety equipment, and electric bike information. Following the information sessions, police rode around Deep River with seniors, and they were able to try an electric bicycle provided by the town of Deep River.

Police conducted 13 presentations to the community throughout 2024. These presentations were done on various topics, including drugs, Halloween safety, internet safety/scams and bullying. The topics were presented to youth, students, and seniors.



## Deep River Police Service 2024 Annual Report

### COMMUNITY SERVICE (con't)





## Deep River Police Service 2024 Annual Report

### COMMUNITY SERVICE (con't)

Police participated in the annual Cram the Cruiser event to collect food donations for the Deep River and Area Food Bank. The event is held every year in front of Valu Mart alongside the Deep River and Area Food Bank. There are volunteers from the food bank who collect the cash and food donations and transport them to the food bank right away. This event also gives police an opportunity to interact with many residents in a positive manner. This year \$2603.90 cash was collected and 28.5 banana boxes, 39 large bags and 22 small bags of food were also collected.

Other community event initiatives included Tim's Smile cookie day and Camp Day, "Safety Lane" (safe vehicle checks), Organ Donation month, and the Law Enforcement Torch Run.

Deep River officers enjoy creating new interactions with the residents of Deep River and area. We are continuously trying to engage the public in different ways and provide a service that is not comparable to any other police service. For that reason, we will continue to serve the community that supports its police service.





## Deep River Police Service 2024 Annual Report

### CALLS FOR SERVICE

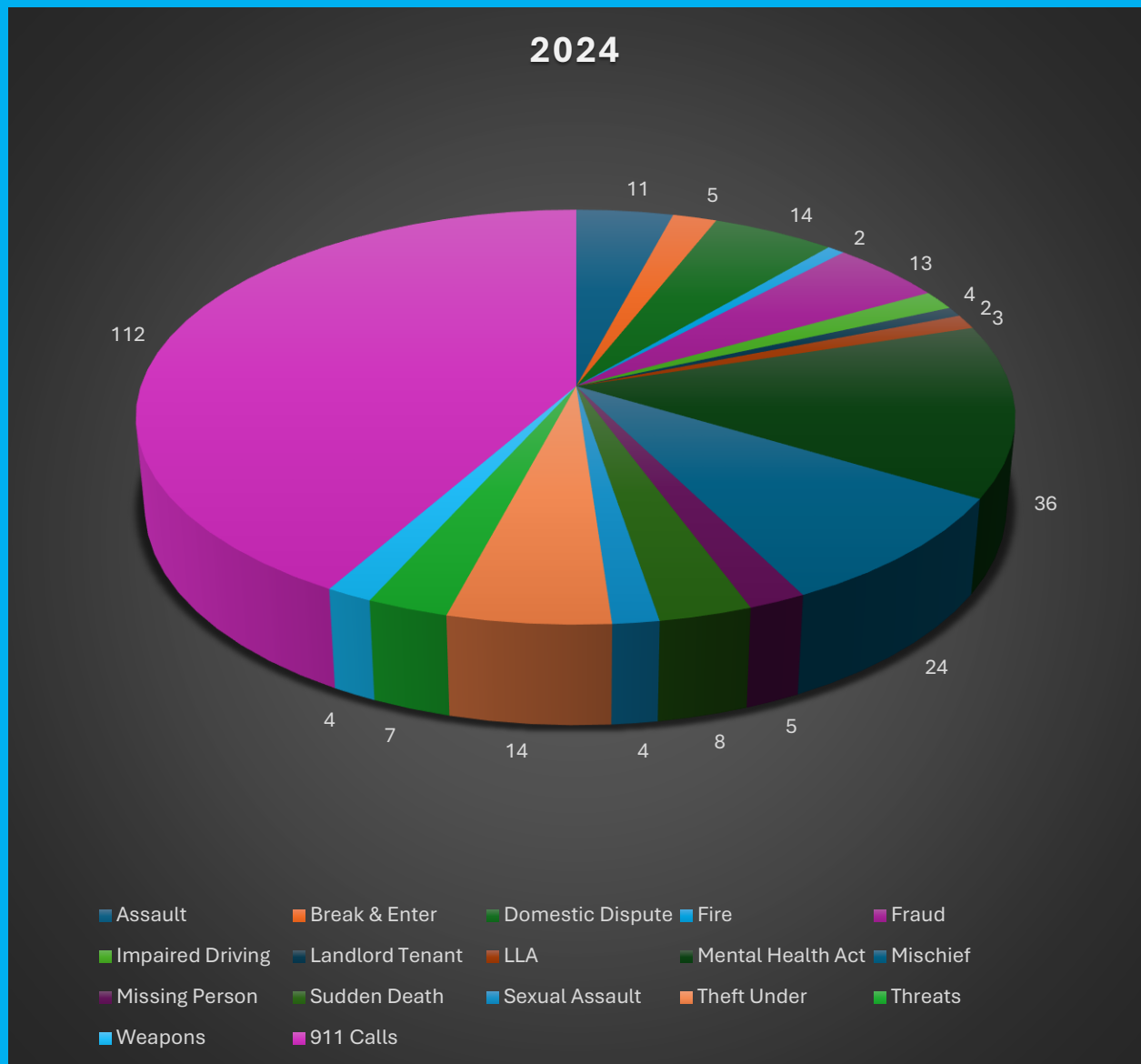
CALLS FOR SERVICE	2020	2021	2022	2023	2024
OCCURRENCES DISPATCHED (DE)	766	944	964	1,042	1,360
OFFICER GENERATED (RM)	2,430	3,081	3,701	3,525	2,436
<b>TOTAL</b>	<b>3,196</b>	<b>4,025</b>	<b>4,665</b>	<b>4,573</b>	<b>3,796</b>

CALL TYPE	2020	2021	2022	2023	2024
Assault	16	10	14	27	11
Break & Enter	3	4	4	9	5
Domestic Dispute	15	12	18	25	14
Fire	9	4	7	5	2
Fraud	10	21	12	23	13
Impaired Driving	3	4	5	2	4
Landlord Tenant	15	7	10	8	2
LLA	20	13	24	11	3
Mental Health Act	28	34	28	36	36
Mischief	16	14	17	19	24
Missing Person	7	9	5	7	5
Sudden Death	10	0	6	2	8
Sexual Assault	1	10	4	9	4
Theft Under	5	13	15	17	14
Threats	4	7	5	11	7
Weapons	1	1	0	3	4
911 Calls	87	73	62	95	112



## Deep River Police Service 2024 Annual Report

### CALLS FOR SERVICE (con't)





## Deep River Police Service 2024 Annual Report

# CRIME REPORT

### Five Year Comparison – Violent Crime

Year	Violent Crime Events	Clearance Rate
2020	25	92.0%
2021	29	79.3%
2022	24	87.5%
2023	48	97.9%
2024	34	91.2%

Incidents involving violent crime:

OFFENCE	2020	2021	2022	2023	2024
Homicide	0	0	1	0	0
Other Offences Causing Death	0	0	0	0	0
Sexual Offences	2	10	4	9	4
Assaults	18	10	14	27	22
Firearm Related Offences	1	1	0	1	0
Robbery	0	1	0	0	1
Other Offences Involving/Threat of Violence	4	7	5	11	7
Total:	25	29	24	48	34

Assault statistics include assault, assault with a weapon or cause bodily harm, aggravated assault, assault Peace Officer, and other assaults/administer noxious thing Sexual Assault statistics include sexual assault, sexual assault with a weapon, aggravated sexual assault, sexual interference, invitation to sexual touching, sexual exploitation, sexually explicit material to child with intent



## Deep River Police Service 2024 Annual Report

### CRIME REPORT (con't)

#### 5 Year Comparison – Property Crime

Year	Property Crime Events	Clearance Rate
2020	38	39.5%
2021	52	21.1%
2022	51	49.0%
2023	68	19.1%
2024	66	34.8%

Incidents involving property crime:

Offence	2020	2021	2022	2023	2024
Arson	0	0	0	0	0
Break and Enter	3	4	4	9	8
Theft over/under \$5000	8	13	16	17	15
Possession of Stolen Goods	1	1	2	0	0
Fraud over/under \$5000	10	21	12	23	16
Mischief	16	14	17	19	27
Total:	38	52	51	68	66



## Deep River Police Service 2024 Annual Report

### ASSISTANCE TO VICTIMS

A priority of the Deep River Police Service is to ensure support for those who've been victimized as a result of a crime or tragic event. A vital means of providing support is through a referral system to address their needs and reduce the potential of re-victimization.

As a result of Police interaction, individuals and families are directed with appropriate community-based referrals through collaboration with Victim Services of Renfrew County, Victim/Witness Assistance Program, the Mental Health Crisis Team and Family and Children Services.

Through education and awareness, the DRPS provides victims with information pertaining to safety planning to effectively reduce the risk of being re-victimized.

DRPS provides the community with tips on Crime Prevention Through Environmental Design (CPTED) by providing strategies to reduce the risk of residents falling victim to criminal behavior. Suggestions include unobstructed views around their home or businesses, better lighting, and removing any articles that could benefit the perpetrator in committing a crime.

The DRPS is an active member of the Domestic Violence Community Coordinating Committee as well as the Renfrew County Domestic Violence Advisory Committee.



## Deep River Police Service 2024 Annual Report

### ASSISTANCE TO VICTIMS (con't)



Victim Services of Renfrew County  
[www.victimservicesrenfrewcounty.ca](http://www.victimservicesrenfrewcounty.ca)  
Phone: 877-568-5730



Family and Children Services  
<https://www.fcsrenfrew.on.ca>  
Phone: 613-735-6866



24/7 Mental Health Crisis Line  
[www.pemregghos.org](http://www.pemregghos.org)  
Phone: 866-996-0991

Victim/Witness Assistance  
Program

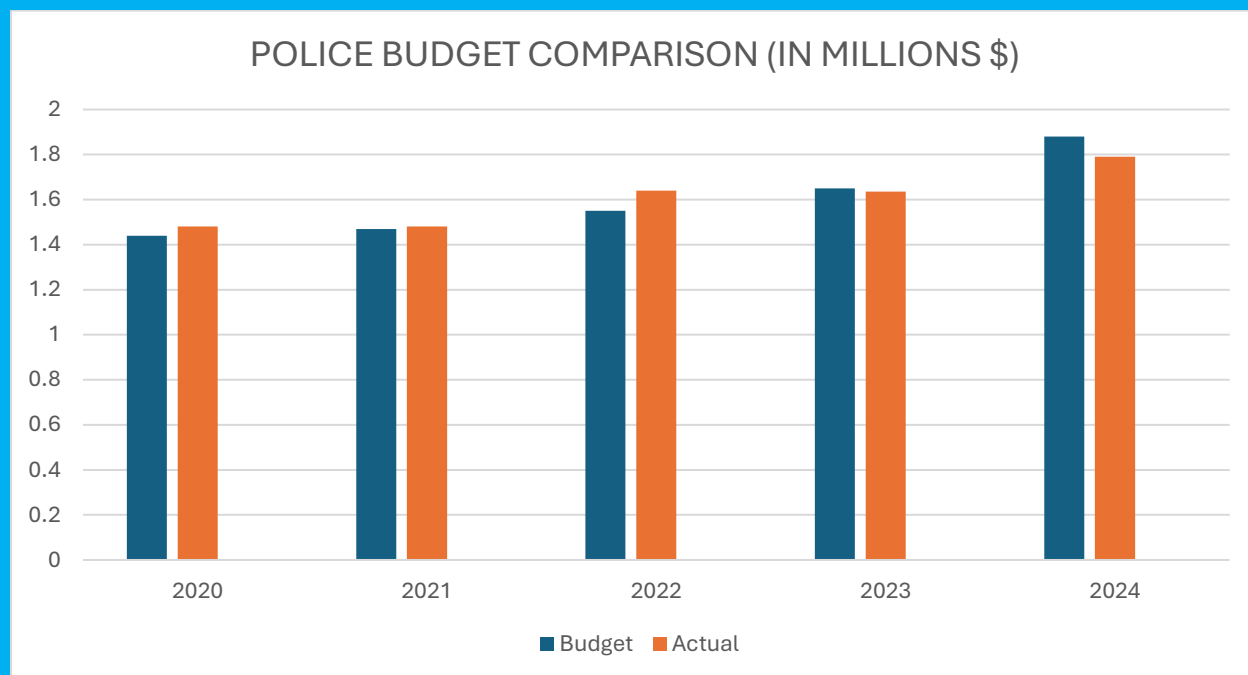
Phone: 613-732-2035



## Deep River Police Service 2024 Annual Report

### COST OF POLICING

Our organization is a cost-effective service, directly accountable at a local level. As a partner in the town's financial strategy, we participate in the town's budgeting process and are aware of the need to be fiscally responsible to the residents of Deep River. See below graph for budget comparison. Revenue for the service is acquired through grants and miscellaneous revenues such as criminal record checks. Revenues in 2024 included a grant of \$28 104 for community policing through the Ministry of Community Safety and Correctional Services, a grant of \$7 078 to enhance regular Reduce Impaired Driving Everywhere (R.I.D.E) programs and approximately \$122 454 in revenue from the criminal record checks. This amount can vary significantly depending on demand. The Deep River Police continue to provide free criminal record checks for volunteers in Deep River. The established operating budget for 2024 was \$1 876 060. The year end result showed an actual expenditure of \$1 793 739. A difference of \$82 321 or 4% under budget. Our budgeting for 2024 remained realistic, accountable, and provided the means for adequate staffing and resources.

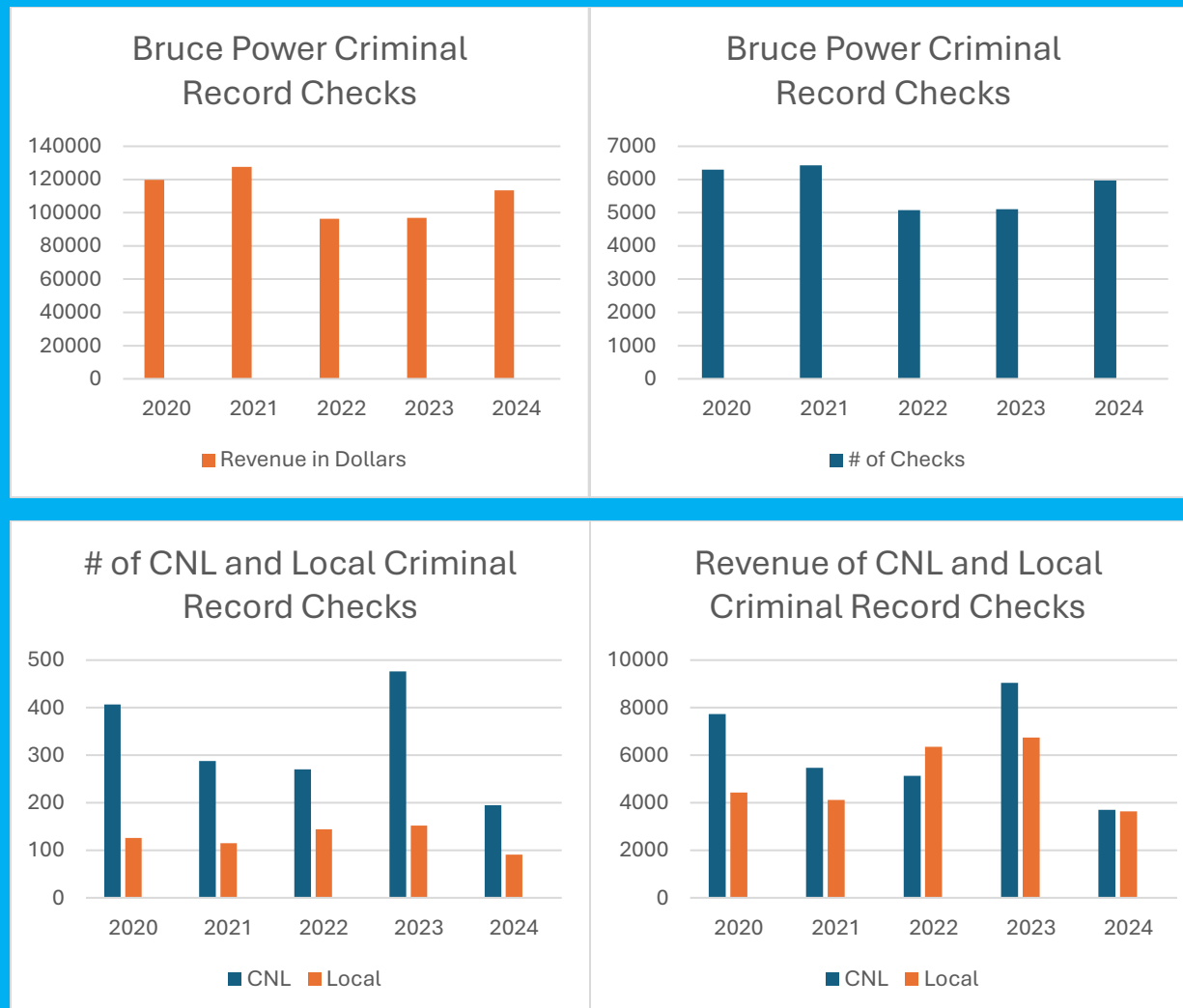




## Deep River Police Service 2024 Annual Report

### CRIMINAL RECORD CHECKS

A revenue generating service that the DRPS provides is through criminal record checks. Below is the 5-year comparison for Bruce Power Corp., Canadian National Laboratories and Local employment checks. In 2024 we also conducted 183 record checks for members of our Town that required them for voluntary positions. There is no fee charged for volunteering in our community.





## Deep River Police Service 2024 Annual Report

### COURSES AND TRAINING

**In 2024, members attended and successfully completed the following courses:**

Major Case Management , Ottawa – February 2024

Freedom of Information, Orillia – September 2024

Centre of Forensic Sciences Field Coordinator – October 2024

**Officers of the Deep River Police Service completed the following in-service training courses and seminars:**

Seized Property Disposal at the Conclusion of Criminal Proceedings

Missing Persons - Ontario Police College Virtual Academy (OPCVA)

Phased Implementation of the Towing and Storage Safety and Enforcement Act

Emergency Response, Opioid Overdose Response – Naloxone (CPKN)

Ontario Public Interactions & Pursuit Prevention and Termination Tactics (OPTVA)

Niche/E-Intake – 810 Peace Bond Process & Updated E-Intake Module Training

Hybrid & EV Safety for Police & Conditional Sentence Orders (OPTVA)

ViClas procedures under new Community Safety Policing Act O. Reg. 395/23

Ontario Public/Police Interactions Training (New Use of Force Model) (OPTVA)

Navigating the Complexities of Hate - Ontario Police College Virtual Academy (OPCVA)

Annual Use of Force, CEW Requalification

Annual Firearms Requalification

CPR & First Aid training



*Conducted Energy Weapon (CEW) requalification November 2024*



## Deep River Police Service 2024 Annual Report

### USE OF FORCE

*6 use of force reports were generated in 2024*

Type of Incident (6)



- Animal Dispatched - Firearm drawn and fired with effective result (1 report)
- High Risk Arrest - Subject barricaded, CEW drawn and pointed. Compliant apprehension effected (1 report)
- High Risk Call - Break and Enter, person with a firearm, firearm drawn, not pointed X2. Compliant arrests effected (2 reports)
- High Risk Arrest - Active Resistant, CEW drawn and pointed. Compliant arrest effected. (1 report)
- High Risk Arrest - Active Resistant, CEW drawn and displayed. Compliant arrest effected. (1 report)

### F.O.I & Public Complaints

There were 6 Freedom of Information requests processed in 2024.

There was 1 public complaint received in 2024, which was determined not to be in the best of public interest to proceed.

### CIICC

In January 2017, Ontario Regulation 58/16 came into effect. The Collection of Identifying Information in Certain Circumstances replaced former “street checks”. The Deep River Police Service did not conduct any CIICC occurrences in 2024.



## Deep River Police Service 2024 Annual Report

### DRPS POLICE APPRECIATION GALA

Highlights of the evening included PC Dave Newell being awarded the 20-year Exemplary Service Medal for his dedication as a police officer. Constable Rob Medeiros retired after 23 years of service with the Deep River Police Service. Sergeant Anne Pitre made history by becoming Deep River's first female police sergeant since the inception of the service 67 years ago. Anne has 19 years of policing experience, beginning her career with Toronto Police and joining Deep River Police in 2014.

Guests in attendance included members of the Police Services Board, the Mayor and CAO of the Town of Deep River, Members of Council, Officers and their guests.





## Deep River Police Service 2024 Annual Report

### NEW MEMBERS

The Deep River Police Service welcomed two new members, AJ Smith and Adam Head.

Constable Smith began his policing career with the West Grey Police Service and brought 10 years of experience to the Deep River Police Family when he joined in September 2024.

Constable Head, who had been employed by the Nishnawbe Aski Police Service (NAPS) for the previous two years, joined the Deep River Police Service in December 2024.

We are pleased to have both officers join our team and know that the Deep River Police Service will greatly benefit from their knowledge, abilities, and experience.



Chief Duchrow, PC Smith, Board member Tracy Russel

Board Chair Sue D'eon, PC Head, Chief Duchrow

# DEEP RIVER POLICE SERVICE



## STRATEGIC PLAN 2024-2027

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# **LAND ACKNOWLEDGEMENT**

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In the spirit of reconciliation, the Deep River Police Service Board acknowledges that the land on which our community is situated, is the traditional unceded and surrendered territory of the Algonquin Anishinaabe people. We also recognize the enduring presence of all First Nation, Metis and Inuit peoples on the land on which we serve.

# EXECUTIVE SUMMARY

---

The Deep River Police Service Board is excited to release our four-year Strategic Plan that focuses on advancing policing by prioritizing the following:

- ***Community Relations***
- ***Crime Reduction & Community Safety***
- ***Organizational Excellence***

These priorities came from the results of various public consultation methods performed over the last year ranging from community surveys, facilitated focus groups of various stakeholders and partners within the community, as well as internal questionnaires. These priorities become the strategic direction and objective for the next four years, as required by the Ontario Police Services Act to align enhancement of our police service as well as meet operational legislative requirements. This strategic Plan will guide the Deep River Police Service's ongoing commitment to community safety and policing excellence on a day to day and long-term basis through ongoing societal changes and challenges.

The planning process was conducted by the Deep River Police Service Board in close collaboration with the Chief through a comprehensive process that included a background review of data, reports and information related to community policing, safety and security as well as stakeholder and community engagement activities. Some of the key community and stakeholder engagement activities was a community survey promoted through online and local newspaper methods in which over 150 community members completed. Four focus groups were widely promoted and facilitated with our community businesses, schools, and health care partners. Also, members of the police service provided feedback through an internal survey.

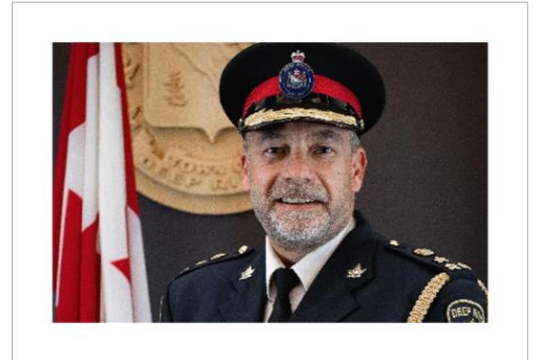
We listened and reviewed your feedback to help ensure that our Strategic Plan meets the needs of our community, our members, and legislative requirements. The review resulted in the formation of strategic priorities, objectives and action items for the next four years in line with the new Community Safety & Policing Act and the new Community Safety Wellbeing Plan.

# MESSAGE FROM THE CHIEF

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On behalf of the Deep River Police Service and its members, I am very pleased to present the 2023-2027 Strategic Plan.

Legislation dictates that the Police Services Board prepare a plan at least every four years, and our Police Service, as well as the Board welcome such an opportunity to consult, survey, and obtain valuable information that will guide our Service with regard to its priorities presently and in the future.



The priorities identified in this document are a result of several information gathering methods from both internal and external stakeholders, records management data, environmental trends and our Community Safety and Well Being Plan. These objectives serve as our focus to address identified risk factors striving to deliver effective policing and to exceed adequate levels of service.

It is through projects such as the development of this Plan, that all those responsible may recognize the value of working collaboratively and diligently toward a common goal: making our community a safer and more enjoyable place to live, work and play!

*Dean Duchrow*

Dean Duchrow, Chief of Police

# MESSAGE FROM THE CHAIR

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On behalf of the Deep River Police Services Board, I am pleased to present the Deep River Police Strategic Plan 2023-2026. The role of the Police Service Board is to set policy, provide good governance and oversee how policing is provided in the Town of Deep River. The Board's role is also to contribute to the safety and well-being of our community by working with local citizens and organizations to ensure that Deep River receives the policing it needs.



In collaboration with input from community stakeholders, obtained through meetings, surveys and police service members, I am extremely proud to share this community-focussed and results-based Strategic Plan. The plan lays out the mission, vision and values of the Police Service and identifies its objectives, priorities and core functions. Quantitative and qualitative performance objectives and outcomes have been included as a way of reflecting what the community identified as priorities and providing transparent results in accordance with the community's needs, values and expectations.

It will be the role of the Deep River Police, under the leadership of Police Chief Dean Duchrow, to ensure that the priorities and action items outlined in the Plan are implemented with an emphasis on the well-being and safety of the community. I would like to thank my colleagues on the Board, Tracy Russell, Kelly Lapping, Christian Kaiser, and Chief Duchrow for their commitment and dedication to the development of this Plan.

*Sue D'eon*

Suzanne D'Eon, Mayor, Police Service Board Chair

# VISION, MISSION, VALUES

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## OUR VISION

To provide the highest standards of professionalism in partnership with our community.

## MISSION

The Deep River Police Service strives to protect life, including public and private property under the law and with full respect for human dignity and according to the highest standards of professional skill, integrity, and accountability.

## CORE VALUES

- Integrity and loyalty
- Empathy and fairness
- Impartiality and transparency
- Respect and civility
- Courage and leadership

***“A Police Service that is committed to quality policing, responsive to community needs, sustainable, and fiscally responsible.”***



# **LEGISLATIVE REGULATIONS UNDER THE COMMUNITY SAFETY AND POLICING ACT**

**39** (1) *The police service board shall, in accordance with the regulations, if any, prepare and adopt a strategic plan for the provision of policing, which shall address at least the following matters:*

- 1. How the police service board will ensure the provision of adequate and effective policing in accordance with the needs of the population of the area.*
- 2. The objectives, priorities, and core functions of the police service.*
- 3. Quantitative and qualitative performance objectives and indicators of outcomes relating to,*
  - i. the provision of community-based crime prevention initiatives, community patrol and criminal investigation services,*
  - ii. community satisfaction with the policing provided,*
  - iii. emergency calls for service,*
  - iv. violent crime and clearance rates for violent crime,*
  - v. property crime and clearance rates for property crime,*
  - vi. youth crime and clearance rates for youth crime,*
  - vii. police assistance to victims of crime and re-victimization rates,*
  - viii. interactions with persons described in paragraphs 4 and 5 of this subsection,*
  - ix. road safety, and*
  - x. any other prescribed matters.*
- 4. Interactions with,*
  - i. youths,*
  - ii. members of racialized groups, and*
  - iii. members of First Nation, Inuit and Métis communities.*
- 5. Interactions with persons who appear to have a mental illness or a neurodevelopmental disability.*
- 6. Information technology.*
- 7. Resource planning.*
- 8. Police facilities.*

9. Any other prescribed matters. 2019, c. 1, Sched. 1, s. 39 (1).

Same

(2) The strategic plan must also provide an overview of the consultations that were conducted under subsection (3) and state whether and, if applicable, how the needs and concerns regarding policing identified during the consultations have been addressed by the plan. 2019, c. 1, Sched. 1, s. 39 (2).

Consultations

(3) In preparing or revising the strategic plan, the police service board shall consult with,

- (a) the chief of police;
- (b) the municipal council of any municipalities in the board's area of policing responsibility;
- (c) the band councils of any First Nations in the board's area of policing responsibility;
- (d) groups representing diverse communities in the board's area of policing responsibility;
- (e) school boards, community organizations, businesses and members of the public in the board's area of policing responsibility; and
- (f) any other prescribed persons, organizations or groups. 2019, c. 1, Sched. 1, s. 39 (3).

Considerations

(4) In preparing or revising the strategic plan, the police service board shall consider, at a minimum,

- (a) the results of the consultations conducted under subsection (3);
- (b) any community safety and well-being plans adopted by the municipalities or First Nations that are in the board's area of policing responsibility; and
- (c) the needs of members of diverse communities in the board's area of policing responsibility, including the needs of members of racialized groups and of First Nation, Inuit and Métis communities. 2019, c. 1, Sched. 1, s. 39 (4).

Review and revision

(5) The police service board shall review and, if appropriate, revise the strategic plan in accordance with the regulations, if any, at least once every four years. 2019, c. 1, Sched. 1, s. 39 (5).

Publication

(6) The police service board shall publish the strategic plan on the Internet in accordance with the regulations made by the Minister, if any. 2019, c. 1, Sched. 1, s. 39 (6).

# DEMOGRAPHICS OF THE TOWN OF DEEP RIVER

Information based on the most recent Government of Canada Census conducted in 2021.

2016 population	4109
2021 population	4175
Per cent change in population	1.6%
Average age	45.6 yrs.
Population density	83/sq km
Land area	50.27 sq kms
Number of private dwellings	1981

Age Groups	Both Sexes	Males (at birth)	Females (at birth)
0 – 14	16.2	16.8	15.3
15 – 64	57.6	58.6	56.4
65 and over	26.3	24.3	28.1

<b>Indigenous identify*</b>	<b>255</b>	<b>6%</b>
First Nation	125	3%
Metis	110	2.60%

<b>Immigrant Status*</b>		
Non-Immigrants	3460	84%
Immigrants (pre-1980 to current)	640	15.50%
Non-Permanent Residents	60	1.40%

<b>Visible Minority Population*</b>	<b>470</b>	<b>11.39%</b>
Chinese	155	3.76%
South Asian	130	3.15%
Black	45	1.09%
Latin America	35	0.85%
Korean	25	0.61%
Arab	25	0.61%
Filipino	15	0.43%

\* [www12.statcan.gc.ca](http://www12.statcan.gc.ca)

Statistics Canada. 2023. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023.

<https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E>

[illegible]

# STRATEGIC PRIORITIES

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Community Relations	Crime Reduction & Community Safety	Organizational Excellence
<ul style="list-style-type: none"> <li>• Foster existing relationships and create new ones including diverse/indigenous community groups</li> <li>• Build upon current public communications system enhancing inclusivity with youth/vulnerable groups</li> <li>• Address opioid crisis</li> <li>• Establish channels of communication for public feedback/concerns</li> <li>• Educate our community on relevant issues such as mental health</li> <li>• Continuously develop effective partnerships, education, and supports serving incidents relating to mental health.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase police visibility</li> <li>• Improve present focus on traffic safety/enforcement</li> <li>• Intensify enforcement of opioid trafficking in our community</li> <li>• Educate public on reducing odds of victimization or being revictimized of crime</li> <li>• Monitor analytics to determine focus of specific criminal trends</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to evolve with ever-changing IT upgrades</li> <li>• Develop a sustainable facilities plan</li> <li>• Promote organizational safety, wellness, and resiliency</li> <li>• Encourage higher level of engagement by our members</li> <li>• Improve internal communications</li> </ul>

# STRATEGIC PRIORITY 1: COMMUNITY RELATIONS

Action	Performance Indicator	Timeline	Progress
Increase interaction between community groups developing new relationships inclusive of ALL.	Number and diversity of interactive presentations/meetings attended/situation tables organized by DRPS members.	Monitored on a 1/4ly basis. Report separated by existing groups and new groups.	-sit table underway 3 cases so far -13 presentations
Build and expand current social media platforms with the aim to expand to youth and other vulnerable persons in our community.	Number of members of our existing platforms and number of new means of communicating specifically with youth and vulnerable persons.	Ongoing for course of this plan and results reported annually.	-new Instagram Account opened
Continue engagement with Renfrew County's Harm Reduction Strategy to educate and address the present opioid crisis	A reduction in the number of opioid related calls for service responded to by the DRPS.	Statistics extracted 1/4ly and reported to the Police Services Board.	-6 drug related calls In 2024, 4 opioid / 2 other -continued RCHRS reporting
Develop a channel of communication via electronic survey/electronic suggestion box to encourage the public to share concerns and offer feedback.	Usage of survey, including number of items submitted and number of different members of our community making submissions.	Monitored monthly.	-request public input Via PSB website
Educate members of our community on trending issues that affect us all such as Mental Health, drug addiction, Senior/cyber fraud, hate crimes...	Number of educational presentations and number of community members in attendance.	Monitored 1/4ly and reported to the Police Services Board.	-13 presentations In 2024
Continuous development of partners in service relationships and protocols that support serving incidents involving mental health	Formal meetings with partner organizations established and held regularly (at least quarterly)	Launched in H2 2024, ongoing.	-Situation Tables under way – directly addressing mental health

## STRATEGIC PRIORITY 2

### CRIME REDUCTION & COMMUNITY SAFETY

Action	Performance Indicator	Timeline	Progress
Increase police presence and visibility deterring potential for criminal behavior.	Hours of foot patrol conducted, and data supported evidence of where to direct patrol.	Ongoing with 1/4ly reporting to Police Board.	-502 hours of footpatrol in 2024
Amplified attention focused on traffic safety/enforcement.	Number of traffic safety campaigns/events including RIDES. Enforcement results logged/collected.	Ongoing. Statistics tabulated monthly. Reported to Board 1/4ly.	-8 traffic campaigns -93 RIDES (297 vehs) -536 POA charges
Intensify opioid trafficking enforcement/investigations	Number of arrests/drug seizures related to opioid trafficking.	Ongoing. Incidents related reported immediately and PSAs circulated for each event.	-no opioid trafficking charges in 2024
Reduce the likelihood of victimization and revictimization of crime	Number of persons falling victim to crimes. Number of presentations educating the public on how to prevent/reduce the risk of victimization.	Ongoing. 1/4ly reporting.	-19 victim service referrals in 2024  -7 presentations with a focus on preventing victimization
Criminal trends identified via analytics and strategies developed to combat those specific categories.	Number of strategies developed, and success gauged by reduction in type.	Reported as trends occur.	-fraud offences in 2024 -strategies being developed such as "Camsafe"

## STRATEGIC PRIORITY 3

### ORGANIZATIONAL EXCELLENCE

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Action	Performance Indicator	Timeline	Progress
Develop a rolling 5-year resource plan to ensure long term delivery of services and safety/wellbeing of resources	Resourcing plan developed	12 months for initial plan development; annual review	-5 year collective agreement settled
Evolve and sustain ever-changing improvements/upgrades to IT.	Budget amounts spent on IT, and resources purchased such as bodycams.	Annual reporting to Police Services Board.	-\$23 178 spent from \$24 000 budgeted -tablets purchased for cruisers
Develop a plan to ensure police facilities are sustainable for our future.	Annual needs, options and cost benefit analysis report presented to Board.	Annually	-TBD -influenced by new CSPA
Improve organizational wellness and resiliency of our staff.	Number of incidents where EFAP utilized. Acquire a gym/quiet area thus promoting physical fitness/wellbeing.	By end of 2024.	-EFAP cancelled due to no use -savings to be used for wellness plan
Increase level of engagement of members aimed at delivering a higher level of service.	Number of members engaged in PSAs, presentations, and involvement in activities outside normal calls for service.	Reported 1/4ly.	-plan devised to have each officer present different PSA monthly
Improvements to internal communication between all staff.	Internal survey to determine changes in current status of communication.	Bi-annually.	-members being canvassed during evaluations

# **2024 Missing Person Annual Report**

## **Request For Urgent Demands**

### **Annual report**

#### **Missing Persons Act, 2018, SO 2018, c 3, Sch 7**

**8** (1) On or before the prescribed date in each year, a chief of police shall prepare an annual report under this section and shall,

- (a) in the case of a chief of police of a police service maintained by a police service board, provide a copy of the report to the board;
- (b) in the case of a chief of police who is in charge of a group of First Nation Officers, provide a copy of the report to the entity that has an agreement with the Minister; and
- (c) in the case of the Commissioner of the Ontario Provincial Police, provide a copy of the report to the Minister.

### **Report public**

(2) After receiving a report, a board or entity shall,

- (a) provide a copy of the report to the Minister; and
- (b) make the report available to the public in the prescribed manner.

### **Same**

(3) After receiving the report from the Commissioner of the Ontario Provincial Police, the Minister shall make the report available to the public in the prescribed manner.

### **Content of report**

(4) The annual report for a year shall contain,

- (a) the total number of urgent demands made in that year and the number of missing persons investigations to which they related;
- (b) a description of the types of records specified in the urgent demands made in that year; and
- (c) any other prescribed information.

**2024 Missing Person Occurrences**

Occurrence Number	Urgent Demand
DE24000083	NO
DE24000277	NO
DE24000550	NO
DE24000764	NO
DE24001119	NO

In accordance with O.Reg.182/19 under the *Missing Persons Act, 2018* the contents included in this report must be prepared by April 1 of each year, and made publicly available by June 1 of each year.

## Data Collection

### Period of data collection

Start Date (yyyy/mm/dd)

2024/01/01

End Date (yyyy/mm/dd)

2024/12/31

Name of Police Force

Deep River Police Service

### Detachment Location (if applicable)

Unit Number

Street Number

100

Street Name

Deep River Road

PO Box

City/Town

Deep River

Province

Ontario

Postal Code

K0J 1P0

Total Number of Urgent Demands made

0

Number of Missing Persons Investigations in which a demand was made

0

### Types of records specified in the urgent demands and total number of times that each type of record was included in the urgent demands

Records	Description	Total number of times demanded
Records containing contact information or other identifying information	0	0
Photos, videos, or other records containing visual representation	0	0
Records of telecommunications or records that contain other electronic communications information, including information about signals related to a person's location	0	0
Records of employment information	0	0
Records of personal health information within the meaning of the <i>Personal Health Information Protection Act, 2004</i>	0	0
Records related to services received from a service provider as defined in subsection 2(1) of the <i>Child, Youth and Family Services Act, 2017</i>	0	0
Records that related to a student of an educational institution	0	0
Records containing travel and accommodation information	0	0

Records	Description	Total number of times demanded
Records of financial information	0	0
Other records	0	0

## **ONTARIO TRANSFER PAYMENT AGREEMENT**

THE AGREEMENT is effective as of the 1st day of April 2024.

### **BETWEEN:**

His Majesty the King in right of Ontario  
as represented by the Solicitor General

**(the “Province”)**

- and -

**Deep River Police Service Board**

**(the “Recipient”)**

### **BACKGROUND**

The Recipient carries out traffic stop sobriety checks in its jurisdiction as part of a program to “Reduce Impaired Driving Everywhere” (“RIDE”);

The Province has established the RIDE Grant program to provide Funds to assist police services or municipalities policed by the Ontario Provincial Police (OPP), in offsetting their costs for implementing RIDE programs in their jurisdictions;

The Recipient has, by written application, requested funding for overtime and/or paid duty in pursuance of the Project; and

The application for Funds submitted by the Recipient has been accepted, as outlined in the agreement, by the Province.

### **CONSIDERATION**

In consideration of the mutual covenants and agreements contained in the Agreement and for other good and valuable consideration, the receipt and sufficiency of which are expressly acknowledged, the Province and the Recipient agree as follows:

## **1.0 1.0 ENTIRE AGREEMENT**

**1.1** Schedules to the Agreement. The following schedules form part of the Agreement:

- Schedule "A" - General Terms and Conditions
- Schedule "B" - Project Specific Information and Additional Provisions
- Schedule "C" - Project
- Schedule "D" - Budget, Payment Plan and Reporting
- Schedule "E" - Final Report Templates

**1.2** Entire Agreement. The Agreement constitutes the entire agreement between the Parties with respect to the subject matter contained in the Agreement and supersedes all prior oral or written representations and agreements.

## **2.0 2.0 CONFLICT OR INCONSISTENCY**

**2.1** Conflict or Inconsistency. In the event of a conflict or inconsistency between the Additional Provisions and the provisions in Schedule "A", the following rules will apply:

- (a) the Parties will interpret any Additional Provisions in so far as possible, in a way that preserves the intention of the Parties as expressed in Schedule "A"; and
- (b) where it is not possible to interpret the Additional Provisions in a way that is consistent with the provisions in Schedule "A", the Additional Provisions will prevail over the provisions in Schedule "A" to the extent of the inconsistency.

## **3.0 3.0 COUNTERPARTS**

**3.1** One and the Same Agreement. The Agreement may be executed in any number of counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument.

## **4.0 4.0 AMENDING THE AGREEMENT**

**4.1** Amending the Agreement. The Agreement may only be amended by a written agreement duly executed by the Parties.

## **5.0 5.0 ACKNOWLEDGEMENT**

### **5.1 Acknowledgement. The Recipient acknowledges that:**

- (a) by receiving Funds it may become subject to legislation applicable to organizations that receive funding from the Government of Ontario, including the *Broader Public Sector Accountability Act, 2010* (Ontario), the *Public Sector Salary Disclosure Act, 1996* (Ontario), and the *Auditor General Act* (Ontario);
- (b) His Majesty the King in right of Ontario has issued expenses, perquisites, and procurement directives and guidelines pursuant to the *Broader Public Sector Accountability Act, 2010* (Ontario);
- (c) the Funds are:
  - (i) to assist the Recipient to carry out the Project and not to provide goods or services to the Province;
  - (ii) funding for the purposes of the *Public Sector Salary Disclosure Act, 1996* (Ontario);
- (d) the Province is not responsible for carrying out the Project;
- (e) the Province is bound by the *Freedom of Information and Protection of Privacy Act* (Ontario) and that any information provided to the Province in connection with the Project or otherwise in connection with the Agreement may be subject to disclosure in accordance with that Act; and
- (f) the Province is bound by the *Financial Administration Act* (Ontario) ("FAA") and, pursuant to subsection 11.3(2) of the FAA, payment by the Province of Funds under the Agreement will be subject to,
  - (i) an appropriation, as that term is defined in subsection 1(1) of the FAA, to which that payment can be charged being available in the Funding Year in which the payment becomes due; or
  - (ii) the payment having been charged to an appropriation for a previous fiscal year.

**SIGNATURE PAGE FOLLOWS**

The Parties have executed the Agreement on the dates set out below.

**HIS MAJESTY THE KING IN RIGHT OF ONTARIO  
as represented by the Solicitor General**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Name: Michelina Longo**

**Title: Director, External Relations Branch,  
Public Safety Division**

**Deep River Police Service Board**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Name:**

**Title:**

**I have authority to bind the Recipient**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Name:**

**Title:**

**I have authority to bind the Recipient**

**SCHEDULE “A”  
GENERAL TERMS AND CONDITIONS**

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**A1.0 INTERPRETATION AND DEFINITIONS**

**A1.1** Interpretation. For the purposes of interpretation:

- (a) words in the singular include the plural and vice-versa;
- (b) words in one gender include all genders;
- (c) the headings do not form part of the Agreement; they are for reference only and will not affect the interpretation of the Agreement;
- (d) any reference to dollars or currency will be in Canadian dollars and currency; and
- (e) “include”, “includes” and “including” denote that the subsequent list is not exhaustive.

**A1.2** Definitions. In the Agreement, the following terms will have the following meanings:

“Additional Provisions” means the terms and conditions set out in Schedule “B”.

“Agreement” means this agreement entered into between the Province and the Recipient, all of the schedules listed in section 1.1, and any amending agreement entered into pursuant to section 4.1.

“Budget” means the budget attached to the Agreement as Schedule “D”.

“Business Day” means any working day, Monday to Friday inclusive, excluding statutory and other holidays, namely: New Year’s Day; Family Day; Good Friday; Easter Monday; Victoria Day; Canada Day; Civic Holiday; Labour Day; Thanksgiving Day; Remembrance Day; Christmas Day; Boxing Day and any other day on which the Province has elected to be closed for business.

“Effective Date” means the date set out at the top of the Agreement.

“Event of Default” has the meaning ascribed to it in section A12.1.

“Expiry Date” means the expiry date set out in Schedule “B”.

“Funding Year” means:

- (a) in the case of the first Funding Year, the period commencing on the Effective Date and ending on the following March 31; and

- (b) in the case of Funding Years subsequent to the first Funding Year, the period commencing on April 1 following the end of the previous Funding Year and ending on the following March 31 or the Expiry Date, whichever is first.

“Funds” means the money the Province provides to the Recipient pursuant to the Agreement.

“Indemnified Parties” means His Majesty the King in right of Ontario, and includes His ministers, agents, appointees, and employees.

“Loss” means any cause of action, liability, loss, cost, damage, or expense (including legal, expert and consultant fees) that anyone incurs or sustains as a result of or in connection with the Project or any other part of the Agreement.

“Maximum Funds” means the maximum set out in Schedule “B”.

“Notice” means any communication given or required to be given pursuant to the Agreement.

“Notice Period” means the period of time within which the Recipient is required to remedy an Event of Default pursuant to section A12.3(b), and includes any such period or periods of time by which the Province extends that time pursuant to section A12.4.

“Parties” means the Province and the Recipient.

“Party” means either the Province or the Recipient.

“Proceeding” means any action, claim, demand, lawsuit, or other proceeding that anyone makes, brings or prosecutes as a result of or in connection with the Project or with any other part of the Agreement.

“Project” means the undertaking described in Schedule “C”.

“Records Review” means any assessment the Province conducts pursuant to section A7.4.

“Reports” means the reports described in Schedule “E”.

## **A2.0 REPRESENTATIONS, WARRANTIES, AND COVENANTS**

### **A2.1 General. The Recipient represents, warrants, and covenants that:**

- (a) it is, and will continue to be, a validly existing legal entity with full power to fulfill its obligations under the Agreement;

- (b) it has, and will continue to have, the experience and expertise necessary to carry out the Project;
- (c) it is in compliance with, and will continue to comply with, all federal and provincial laws and regulations, all municipal by-laws, and any other orders, rules, and by-laws related to any aspect of the Project, the Funds, or both; and
- (d) unless otherwise provided for in the Agreement, any information the Recipient provided to the Province in support of its request for funds (including information relating to any eligibility requirements) was true and complete at the time the Recipient provided it and will continue to be true and complete.

**A2.2** Execution of Agreement. The Recipient represents and warrants that it has:

- (a) the full power and capacity to enter into the Agreement; and
- (b) taken all necessary actions to authorize the execution of the Agreement.

**A2.3** Governance. The Recipient represents, warrants, and covenants that it has, will maintain in writing, and will follow:

- (a) a code of conduct and ethical responsibilities for all persons at all levels of the Recipient's organization;
- (b) procedures to enable the Recipient's ongoing effective functioning;
- (c) decision-making mechanisms for the Recipient;
- (d) procedures to enable the Recipient to manage Funds prudently and effectively;
- (e) procedures to enable the Recipient to complete the Project successfully;
- (f) procedures to enable the Recipient to identify risks to the completion of the Project and strategies to address the identified risks, all in a timely manner;
- (g) procedures to enable the preparation and submission of all Reports required pursuant to Article A7.0; and
- (h) procedures to enable the Recipient to address such other matters as the Recipient considers necessary to enable the Recipient to carry out its obligations under the Agreement.

**A2.4** Supporting Proof. Upon the request of the Province, the Recipient will provide the Province with proof of the matters referred to in Article A2.0.

### **A3.0 TERM OF THE AGREEMENT**

**A3.1** Term. The term of the Agreement will commence on the Effective Date and will expire on the Expiry Date unless terminated earlier pursuant to Article A11.0 or Article A12.0.

### **A4.0 FUNDS AND CARRYING OUT THE PROJECT**

**A4.1** Funds Provided. The Province will:

- (a) provide the Recipient with Funds up to the Maximum Funds for the purpose of carrying out the Project;
- (b) provide the Funds to the Recipient in accordance with the payment plan attached to the Agreement as Schedule “D”; and
- (c) deposit the Funds into an account the Recipient designates provided that the account:
  - (i) resides at a Canadian financial institution; and
  - (ii) is in the name of the Recipient.

**A4.2** Limitation on Payment of Funds. Despite section A4.1:

- (a) the Province is not obligated to provide any Funds to the Recipient until the Recipient provides the certificates of insurance or other proof required pursuant to section A10.2;
- (b) the Province is not obligated to provide instalments of Funds until it is satisfied with the progress of the Project; and
- (c) the Province may adjust the amount of Funds it provides to the Recipient for any Funding Year based upon the Province’s assessment of the information the Recipient provides to the Province pursuant to section A7.2.

**A4.3** Use of Funds and Carry Out the Project. The Recipient will do all of the following:

- (a) carry out the Project in accordance with the Agreement;
- (b) use the Funds only for the purpose of carrying out the Project;
- (c) spend the Funds only in accordance with the Budget;

- (d) not use the Funds to cover any cost that has been or will be funded or reimbursed by one or more of any third party, ministry, agency, or organization of the Government of Ontario.

**A4.4** Interest-Bearing Account. If the Province provides Funds before the Recipient's immediate need for the Funds, the Recipient will place the Funds in an interest-bearing account in the name of the Recipient at a Canadian financial institution.

**A4.5** Interest. If the Recipient earns any interest on the Funds, the Province may do either or both of the following:

- (a) deduct an amount equal to the interest from any further instalments of Funds;
- (b) demand from the Recipient the payment of an amount equal to the interest.

**A4.6** Rebates, Credits, and Refunds. The Province will calculate Funds based on the actual costs to the Recipient to carry out the Project, less any costs (including taxes) for which the Recipient has received, will receive, or is eligible to receive, a rebate, credit, or refund.

#### **A5.0 RECIPIENT'S ACQUISITION OF GOODS OR SERVICES, AND DISPOSAL OF ASSETS**

**A5.1** Acquisition. If the Recipient acquires goods, services, or both with the Funds, it will do so through a process that promotes the best value for money.

**A5.2** Disposal. The Recipient will not, without the Province's prior consent, sell, lease, or otherwise dispose of any asset purchased or created with the Funds or for which Funds were provided, the cost of which exceeded the amount as set out in Schedule "B" at the time of purchase.

#### **A6.0 CONFLICT OF INTEREST**

**A6.1** Conflict of Interest Includes. For the purposes of Article A6.0, a conflict of interest includes any circumstances where:

- (a) the Recipient; or
- (b) any person who has the capacity to influence the Recipient's decisions,

has outside commitments, relationships, or financial interests that could, or could be seen by a reasonable person to, interfere with the Recipient's objective, unbiased, and impartial judgment relating to the Project, the use of

the Funds, or both.

**A6.2** No Conflict of Interest. The Recipient will carry out the Project and use the Funds without an actual, potential, or perceived conflict of interest unless:

- (a) the Recipient:
  - (i) provides Notice to the Province disclosing the details of the actual, potential, or perceived conflict of interest; and
  - (ii) requests the consent of the Province to carry out the Project with an actual, potential, or perceived conflict of interest;
- (b) the Province provides its consent to the Recipient carrying out the Project with an actual, potential, or perceived conflict of interest; and
- (c) the Recipient complies with any terms and conditions the Province may prescribe in its consent.

## **A7.0 REPORTS, ACCOUNTING, AND REVIEW**

**A7.1** Province Includes. For the purposes of sections A7.4, A7.5 and A7.6, “Province” includes any auditor or representative the Province may identify.

**A7.2** Preparation and Submission. The Recipient will:

- (a) submit to the Province at the address set out in Schedule “B”:
  - (i) all Reports in accordance with the timelines and content requirements set out in Schedule “D” and Schedule “E”.
  - (ii) any other reports in accordance with any timelines and content requirements the Province may specify from time to time;
- (b) ensure that all Reports and other reports are:
  - (i) completed to the satisfaction of the Province; and
  - (ii) signed by an authorized signing officer of the Recipient.

**A7.3** Record Maintenance. The Recipient will keep and maintain for a period of seven years from their creation:

- (a) all financial records (including invoices and evidence of payment) relating to the Funds or otherwise to the Project in a manner consistent with either international financial reporting standards or generally

accepted accounting principles or any comparable accounting standards that apply to the Recipient; and

- (b) all non-financial records and documents relating to the Funds or otherwise to the Project.

**A7.4** Records Review. The Province may, at its own expense, upon twenty-four hours' Notice to the Recipient and during normal business hours enter upon the Recipient's premises to conduct an audit or investigation of the Recipient regarding the Recipient's compliance with the Agreement, including assessing any of the following:

- (a) the truth of any of the Recipient's representations and warranties;
- (b) the progress of the Project;
- (c) the Recipient's allocation and expenditure of the Funds.

**A7.5** Inspection and Removal. For the purposes of any Records Review, the Province may take one or both of the following actions:

- (a) inspect and copy any records and documents referred to in section A7.3;
- (b) remove any copies the Province makes pursuant to section A7.5(a).

**A7.6** Cooperation. To assist the Province in respect of its rights provided for in section A7.5, the Recipient will cooperate with the Province by:

- (a) ensuring that the Province has access to the records and documents wherever they are located;
- (b) assisting the Province to copy records and documents;
- (c) providing to the Province, in the form the Province specifies, any information the Province identifies; and
- (d) carrying out any other activities the Province requests.

**A7.7** No Control of Records. No provision of the Agreement will be construed to give the Province any control whatsoever over any of the Recipient's records.

**A7.8** Auditor General. The Province's rights under Article A7.0 are in addition to any rights provided to the Auditor General pursuant to section 9.1 of the *Auditor General Act* (Ontario).

## **A8.0 COMMUNICATIONS REQUIREMENTS**

**A8.1** Acknowledge Support. Unless the Province directs the Recipient to do otherwise, the Recipient will in each of its Project-related publications, whether written, oral, or visual, including public announcements or communications:

- (a) acknowledge the support of the Province for the Project;
- (b) ensure that any acknowledgement is in a form and manner as the Province directs;
- (c) indicate that the views expressed in the publication are the views of the Recipient and do not necessarily reflect those of the Province and
- (d) obtain prior written approval from the Province before using any Government of Ontario or ministry logo or symbol in any communications including press releases, published reports, radio and television programs and public or private meetings, or in any other type of promotional material, relating to the Project or this Agreement.

**A8.2** Notice of Project-Related Communications. Unless the Province directs the Recipient to do otherwise, the Recipient will provide written notice to the Province a minimum of 14 Business Days in advance of all Project-related publications, whether written, oral, or visual, including public announcements or communications.

## **A9.0 INDEMNITY**

**A9.1** Indemnify. The Recipient will indemnify and hold harmless the Indemnified Parties from and against any Loss and any Proceeding, unless solely caused by the gross negligence or wilful misconduct of the Indemnified Parties.

## **A10.0 INSURANCE**

**A10.1** Insurance. The Recipient represents, warrants, and covenants that it has, and will maintain, at its own cost and expense, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, all the necessary and appropriate insurance that a prudent person carrying out a project similar to the Project would maintain, including commercial general liability insurance on an occurrence basis for third party bodily injury, personal injury, and property damage, to an inclusive limit of not less than the amount set out in Schedule "B" per occurrence, which commercial general liability insurance policy will include the following:

- (a) the Indemnified Parties as additional insureds with respect to liability arising in the course of performance of the Recipient's obligations under,

or otherwise in connection with, the Agreement;

- (b) a cross-liability clause;
- (c) contractual liability coverage; and
- (d) at least 30 days' written notice of cancellation.

**A10.2** Proof of Insurance. The Recipient will:

- (a) provide to the Province, either:
  - (i) certificates of insurance that confirm the insurance coverage required by section A10.1; or
  - (ii) other proof that confirms the insurance coverage required by section A10.1; and
- (b) in the event of a Proceeding, and upon the Province's request, the Recipient will provide to the Province a copy of any of the Recipient's insurance policies that relate to the Project or otherwise to the Agreement, or both.

**A11.0 TERMINATION ON NOTICE**

**A11.1** Termination on Notice. The Province may terminate the Agreement at any time without liability, penalty, or costs upon giving 30 days' Notice to the Recipient.

**A11.2** Consequences of Termination on Notice by the Province. If the Province terminates the Agreement pursuant to section A11.1, the Province may take one or more of the following actions:

- (a) cancel further instalments of Funds;
- (b) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient; and
- (c) determine the reasonable costs for the Recipient to wind down the Project, and do either or both of the following:
  - (i) permit the Recipient to offset such costs against the amount the Recipient owes pursuant to section A11.2(b); and
  - (ii) subject to section A4.1(a), provide Funds to the Recipient to cover such costs.

## **A12.0 EVENT OF DEFAULT, CORRECTIVE ACTION, AND TERMINATION FOR DEFAULT**

### **A12.1** Events of Default. Each of the following events will constitute an Event of Default:

- (a) in the opinion of the Province, the Recipient breaches any representation, warranty, covenant, or other term of the Agreement, including failing to do any of the following in accordance with the terms and conditions of the Agreement:
  - (i) carry out the Project;
  - (ii) use or spend Funds; or
  - (iii) provide, in accordance with section A7.2, Reports or such other reports as the Province may have requested pursuant to section A7.2(a)(ii);
- (b) the Recipient's operations, its financial condition, its organizational structure or its control changes such that it no longer meets one or more of the eligibility requirements of the program under which the Province provides the Funds;
- (c) the Recipient makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, or a creditor makes an application for an order adjudging the Recipient bankrupt, or applies for the appointment of a receiver;
- (d) the Recipient ceases to operate.

### **A12.2** Consequences of Events of Default and Corrective Action. If an Event of Default occurs, the Province may, at any time, take one or more of the following actions:

- (a) initiate any action the Province considers necessary in order to facilitate the successful continuation or completion of the Project;
- (b) provide the Recipient with an opportunity to remedy the Event of Default;
- (c) suspend the payment of Funds for such period as the Province determines appropriate;
- (d) reduce the amount of the Funds;
- (e) cancel further instalments of Funds;

- (f) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient;
- (g) demand from the Recipient the payment of an amount equal to any Funds the Recipient used, but did not use in accordance with the Agreement;
- (h) demand from the Recipient the payment of an amount equal to any Funds the Province provided to the Recipient;
- (i) demand from the Recipient the payment of an amount equal to the costs the Province incurred or incurs to enforce its rights under the Agreement, including the costs of any Records Review and the costs it incurs to collect any amounts the Recipient owes to the Province; and
- (j) upon giving Notice to the Recipient, terminate the Agreement at any time, including immediately, without liability, penalty or costs to the Province.

**A12.3** Opportunity to Remedy. If, pursuant to section A12.2(b), the Province provides the Recipient with an opportunity to remedy the Event of Default, the Province will give Notice to the Recipient of:

- (a) the particulars of the Event of Default; and
- (b) the Notice Period.

**A12.4** Recipient not Remediating. If the Province provides the Recipient with an opportunity to remedy the Event of Default pursuant to section A12.2(b), and:

- (a) the Recipient does not remedy the Event of Default within the Notice Period;
- (b) it becomes apparent to the Province that the Recipient cannot completely remedy the Event of Default within the Notice Period; or
- (c) the Recipient is not proceeding to remedy the Event of Default in a way that is satisfactory to the Province,

the Province may extend the Notice Period, or initiate any one or more of the actions provided for in sections A12.2(a), (c), (d), (e), (f), (g), (h), (i) and (j).

**A12.5** When Termination Effective. Termination under Article A12.0 will take effect as provided for in the Notice.

### **A13.0 FUNDS AT THE END OF A FUNDING YEAR**

**A13.1** Funds at the End of a Funding Year. Without limiting any rights of the Province under Article A12.0, if, by the end of a Funding Year, the Recipient has not spent all of the Funds allocated for that Funding Year as provided for in the Budget, the Province may take one or both of the following actions:

- (a) demand from the Recipient payment of the unspent Funds;
- (b) adjust the amount of any further instalments of Funds accordingly.

### **A14.0 FUNDS UPON EXPIRY**

**A14.1** Funds Upon Expiry. Upon expiry of the Agreement, the Recipient will pay to the Province any Funds remaining in its possession, under its control, or both.

### **A15.0 DEBT DUE AND PAYMENT**

**A15.1** Payment of Overpayment. If at any time the Province provides Funds in excess of the amount to which the Recipient is entitled under the Agreement, the Province may:

- (a) deduct an amount equal to the excess Funds from any further instalments of Funds; or
- (b) demand that the Recipient pay to the Province an amount equal to the excess Funds.

**A15.2** Debt Due. If, pursuant to the Agreement:

- (a) the Province demands from the Recipient the payment of any Funds, an amount equal to any Funds or any other amounts owing under the Agreement; or
- (b) the Recipient owes to the Province any Funds, an amount equal to any Funds or any other amounts owing under the Agreement, whether or not the Province has demanded their payment,

such amounts will be deemed to be debts due and owing to the Province by the Recipient, and the Recipient will pay the amounts to the Province immediately, unless the Province directs otherwise.

**A15.3** Interest Rate. The Province may charge the Recipient interest on any money owing to the Province by the Recipient under the Agreement at the then current interest rate charged by the Province of Ontario on accounts receivable.

**A15.4** Payment of Money to Province. The Recipient will pay any money owing to the Province by cheque payable to the "Ontario Minister of Finance" and delivered to the Province at the address set out in Schedule "B".

**A15.5** Fails to Pay. Without limiting the application of section 43 of the *Financial Administration Act* (Ontario), if the Recipient fails to pay any amount owing under the Agreement, His Majesty the King in right of Ontario may deduct any unpaid amount from any money payable to the Recipient by His Majesty the King in right of Ontario.

## **A16.0 NOTICE**

**A16.1** Notice in Writing and Addressed. Notice will be:

- (a) in writing;
- (b) delivered by email, postage-prepaid mail, personal delivery, courier or fax; and
- (c) addressed to the Province or the Recipient as set out in Schedule "B", or as either Party later designates to the other by Notice.

**A16.2** Notice Given. Notice will be deemed to have been given:

- (a) in the case of postage-prepaid mail, five Business Days after the Notice is mailed; or
- (b) in the case of fax, one Business Day after the Notice is delivered; and
- (c) in the case of email, personal delivery or courier on the date on which the Notice is delivered.

**A16.3** Postal Disruption. Despite section A16.2(a), in the event of a postal disruption:

- (a) Notice by postage-prepaid mail will not be deemed to be given; and
- (b) the Party giving Notice will give Notice by email, personal delivery, courier, or fax.

## **A17.0 CONSENT BY PROVINCE AND COMPLIANCE BY RECIPIENT**

**A17.1** Consent. When the Province provides its consent pursuant to the Agreement:

- (a) it will do so by Notice;
- (b) it may attach any terms and conditions to the consent; and

- (c) the Recipient may rely on the consent only if the Recipient complies with any terms and conditions the Province may have attached to the consent.

## **A18.0 SEVERABILITY OF PROVISIONS**

- A18.1** Invalidity or Unenforceability of Any Provision. The invalidity or unenforceability of any provision of the Agreement will not affect the validity or enforceability of any other provision of the Agreement.

## **A19.0 WAIVER**

- A19.1** Condonation not a waiver. Failure or delay by the either Party to exercise any of its rights, powers or remedies under the Agreement will not constitute a waiver of those rights, powers or remedies and the obligations of the Parties with respect to such rights, powers or remedies will continue in full force and effect.
- A19.2** Waiver. Either Party may waive any of its rights, powers, or remedies under the Agreement by providing Notice to the other Party. A waiver will apply only to the specific rights, powers or remedies identified in the Notice and the Party providing the waiver may attach terms and conditions to the waiver.

## **A20.0 INDEPENDENT PARTIES**

- A20.1** Parties Independent. The Recipient is not an agent, joint venturer, partner, or employee of the Province, and the Recipient will not represent itself in any way that might be taken by a reasonable person to suggest that it is or take any actions that could establish or imply such a relationship.

## **A21.0 ASSIGNMENT OF AGREEMENT OR FUNDS**

- A21.1** No Assignment. The Recipient will not, without the prior written consent of the Province, assign any of its rights or obligations under the Agreement.
- A21.2** Agreement Binding. All rights and obligations contained in the Agreement will extend to and be binding on:
  - (a) the Recipient's heirs, executors, administrators, successors, and permitted assigns; and
  - (b) the successors to His Majesty the King in right of Ontario.

## **A22.0 GOVERNING LAW**

- A22.1** Governing Law. The Agreement and the rights, obligations, and relations of the Parties will be governed by and construed in accordance with the laws of the

Province of Ontario and the applicable federal laws of Canada. Any actions or proceedings arising in connection with the Agreement will be conducted in the courts of Ontario, which will have exclusive jurisdiction over such proceedings.

#### **A23.0 FURTHER ASSURANCES**

**A23.1** Agreement into Effect. The Recipient will:

- (a) provide such further assurances as the Province may request from time to time with respect to any matter to which the Agreement pertains; and
- (b) do or cause to be done all acts or things necessary to implement and carry into effect the terms and conditions of the Agreement to their full extent.

#### **A24.0 JOINT AND SEVERAL LIABILITY**

**A24.1** Joint and Several Liability. Where the Recipient comprises more than one entity, each entity will be jointly and severally liable to the Province for the fulfillment of the obligations of the Recipient under the Agreement.

#### **A25.0 RIGHTS AND REMEDIES CUMULATIVE**

**A25.1** Rights and Remedies Cumulative. The rights and remedies of the Province under the Agreement are cumulative and are in addition to, and not in substitution for, any of its rights and remedies provided by law or in equity.

#### **A26.0 FAILURE TO COMPLY WITH OTHER AGREEMENTS**

**A26.1** Other Agreements. If the Recipient:

- (a) has failed to comply with any term, condition, or obligation under any other agreement with His Majesty the King in right of Ontario or one of Her agencies (a "Failure");
- (b) has been provided with notice of such Failure in accordance with the requirements of such other agreement;
- (c) has, if applicable, failed to rectify such Failure in accordance with the requirements of such other agreement; and
- (d) such Failure is continuing,

the Province may suspend the payment of Funds for such period as the Province determines appropriate.

## **A27.0 SURVIVAL**

**A27.1** Survival. The following Articles and sections, and all applicable cross-referenced Articles, sections and schedules, will continue in full force and effect for a period of seven years from the date of expiry or termination of the Agreement: Article 1.0, Article 2.0, Article A1.0 and any other applicable definitions, section A2.1(a), sections A4.4, A4.5, A4.6, section A5.2, section A7.1, section A7.2 (to the extent that the Recipient has not provided the Reports or other reports as the Province may have requested and to the satisfaction of the Province), sections A7.3, A7.4, A7.5, A7.6, A7.7, A7.8, Article A8.0, Article A9.0, section A11.2, section A12.1, sections A12.2(d), (e), (f), (g), (h), (i) and (j), Article A13.0, Article A14.0, Article A15.0, Article A16.0, Article A18.0, section A21.2, Article A22.0, Article A24.0, Article A25.0 and Article A27.0.

## **END OF GENERAL TERMS AND CONDITIONS**

**SCHEDULE “B”**  
**PROJECT SPECIFIC INFORMATION AND ADDITIONAL PROVISIONS**

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<b>Maximum Funds</b>	<b>\$7,205.00</b>
<b>Expiry Date</b>	<b>June 30, 2025</b>
<b>Amount for the purposes of section A5.2 (Disposal) of Schedule “A”</b>	<b>\$5,000.00</b>
<b>Insurance</b>	<b>\$5,000,000.00</b>
<b>Contact information for the purposes of Notice to the Province</b>	<p><b>Position:</b></p> <p>Yoko Iwasaki &amp; Amanda Scrivo, Community Safety Analysts, External Relations Branch, Public Safety Division, Ministry of the Solicitor General</p> <p><b>Address:</b> 25 Grosvenor Street, 12<sup>th</sup> Floor, Toronto ON M7A 2H3</p> <p><b>Email:</b> <a href="mailto:Yoko.Iwasaki@ontario.ca">Yoko.Iwasaki@ontario.ca</a> and <a href="mailto:Amanda.Scrivo@ontario.ca">Amanda.Scrivo@ontario.ca</a></p>
<b>Contact information for the purposes of Notice to the Recipient</b>	<p><b>Position:</b></p> <p><b>Address:</b></p> <p><b>Email:</b></p>
<b>Contact information for the senior financial person in the Recipient organization (e.g., CFO, CAO) – to respond as required to requests from the Province related to the Agreement</b>	<p><b>Position:</b></p> <p><b>Address:</b></p> <p><b>Email:</b></p>
<b>CRA Business Number</b>	

## **SCHEDULE “C” PROJECT**

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### **C.1.0 BACKGROUND**

The Province established the Reduce Impaired Driving Everywhere (RIDE) Grant program to provide funding to various police services to enhance local enforcement capability to ensure a year-round provincial program to conduct RIDE spot check activities.

### **C.2.0 PROJECT DESCRIPTION**

The purpose of the RIDE Grant program is to assist First Nations, municipal police services, and OPP-policed municipalities in offsetting their staff costs for implementing RIDE sobriety checks in their jurisdictions.

Funding is provided to assist with costs of staff overtime and/or paid duty assignments for activities performed by sworn officers for street-level enforcement activities in relation to the RIDE Grant program. Staffing funded will not include civilian or auxiliary officers.

The Recipient carries out RIDE traffic stop sobriety checks in its jurisdiction and has applied for funding toward its RIDE project. The Province has accepted the Recipient’s RIDE Grant application, as outlined in the agreement.

The Recipient agrees to undertake the Project in accordance with this Agreement and its Schedules.

**SCHEDULE “D”**  
**BUDGET, PAYMENT PLAN AND REPORTING**

---

**D1.0 BUDGET**

The Maximum Funds to be provided by the Province to the Recipient under this Agreement is set out in Schedule “B”. Funding is provided to assist with the costs of staff overtime and/or paid duty for street-level enforcement activities in relation to the Project.

**D2.0 PAYMENT PLAN**

The Province will provide the Recipient Funds, up to the Maximum Funds **(\$7,205.00)** as set out in Schedule “B”.

The Funds will be reimbursed to the Recipient following the Province’s receipt and approval of the Final Report submitted by the Recipient.

**D3.0 REPORTING**

The Recipient shall provide the Province with a Final Report accounting in detail, all expenses for the activities of which the Funds were used as well as statistical information, in the forms set out in Schedule “E” by April 30, 2025.

Reports submitted after the deadline will not be considered for reimbursement. All Project activities eligible for reimbursement must be conducted between April 1, 2024, to March 31, 2025.

**D3.1 FINAL REPORT – FINANCIAL**

Staff costs include overtime and/or paid duty for street level enforcement activities in relation to the project for which the Funds are provided. Staff will not include civilian or auxiliary officers.

For the Funds to reflect the amount of staff overtime and/or paid duty, a one-time financial report shall be submitted to the Province by April 30, 2025, on the form attached to the Agreement as Schedule “E”. This financial report must be certified by a senior representative who can verify the accuracy of the claim.

The financial report will itemize the dates worked, name and rank of officers, rate of pay (basic hourly rate), number of overtime/paid duty hours worked, number of hours paid, and total hours by the Recipient for the period of April 1, 2024, to March 31, 2025.

### **D3.2 FINAL REPORT – STATISTICAL**

The Recipient shall track, and record key statistical information related to the Project and provide a statistical report to the Province by April 30, 2025, on the form attached to the Agreement as Schedule “E”.

### **D3.3 REPORT SUBMISSION AND TIMELINES**

All Reports required pursuant to A7.0 and/or otherwise under this Agreement shall be sent to the Province Contact at the address set out in Schedule “B” and according to the following timelines.

<b>REPORT</b>	<b>DUE DATE</b>
<b>Funding Year – 2024-2025</b>	
<b>Final Report – Financial and Statistical</b>	<b>April 30, 2025</b>

An electronic version of the report (Excel) will be distributed to the Recipient under separate cover.

Completed reports must be submitted via email to the Province Contact on or before the above due dates and include both:

- original template format (Excel); and
- scanned signed copy (PDF).

## SCHEDULE "E" FINAL REPORTS

	<b>FINAL REPORT Financial</b>	Ministry of the Solicitor General Public Safety Division RIDE GRANT FINAL REPORT - FINANCIAL Fiscal Year: 2024-2025							
Must be submitted no later than <b>April 30, 2025</b> by email to <a href="mailto:Amanda.Scrivo@ontario.ca">Amanda.Scrivo@ontario.ca</a> and <a href="mailto:Yoko.Iwasaki@ontario.ca">Yoko.Iwasaki@ontario.ca</a> Submission must include <b>both</b> the completed <u>Excel reporting template</u> and <u>scanned signed PDF</u> . Please review INSTRUCTIONS to complete the form correctly.									
<b>SECTION A - REPORTING POLICE SERVICE</b>									
Police Service Name: Select from the drop down menu (click on yellow shaded cell for drop down menu)									
<b>SECTION B - SIGNATURE OF AUTHORIZED OFFICIAL (GRANTEE)</b>									
GRANTEE (Print or Type the name of the Grantee i.e. <u>Police Services Board/Municipality/First Nation</u> )									
AUTHORIZED OFFICIAL SIGNATURE _____	PRINT NAME (Signing Official) _____	DATED _____							
WITNESS SIGNATURE _____	PRINT NAME (Witness) _____	DATED _____							
<b>SECTION C - YEAR-END FINANCIAL SUMMARY (FISCAL YEAR 2024-25: APRIL 1, 2024 - MARCH 31, 2025)</b>									
Complete the information below. Total R.I.D.E. Grant Hours and Total Cost will self calculate.									
<b>\$ Total Cost:</b>	<b>\$0.00</b>	<b>Total RIDE Grant Hours Worked:</b>							
		<b>0.00</b>							
Date Worked (MM/DD/YYYY):	Officer's Badge #:	Rank:	Officer's First Name:	Officer's Last Name:	Paid-Duty RIDE Hours Worked:	Paid-Duty Hourly Rate:	Over-Time RIDE Hours Worked:	Over-Time Hourly Rate:	Total RIDE Hours Worked:
1-Apr-24					0.00	\$0.00	0.00	\$0.00	0.00
1-Apr-24					0.00	\$0.00	0.00	\$0.00	0.00
1-Apr-24					0.00	\$0.00	0.00	\$0.00	0.00
1-Apr-24					0.00	\$0.00	0.00	\$0.00	0.00
1-Apr-24					0.00	\$0.00	0.00	\$0.00	0.00
1-Apr-24					0.00	\$0.00	0.00	\$0.00	0.00
1-Apr-24					0.00	\$0.00	0.00	\$0.00	0.00
1-Apr-24					0.00	\$0.00	0.00	\$0.00	0.00
1-Apr-24					0.00	\$0.00	0.00	\$0.00	0.00
1-Apr-24					0.00	\$0.00	0.00	\$0.00	0.00
1-Apr-24					0.00	\$0.00	0.00	\$0.00	0.00

	<b>FINAL REPORT Statistical</b>	Ministry of the Solicitor General Public Safety Division <b>RIDE GRANT FINAL REPORT - STATISTICAL</b> Fiscal Year: 2024-2025			
Must be submitted no later than <b>April 30, 2025 by email</b> to <a href="mailto:Amanda.Scrivo@ontario.ca">Amanda.Scrivo@ontario.ca</a> and <a href="mailto:Yoko.Iwasaki@ontario.ca">Yoko.Iwasaki@ontario.ca</a> Submission must include both the completed <b>Excel reporting template</b> and <b>scanned signed PDF</b> . Please review <b>INSTRUCTIONS</b> to complete the form correctly.					
<b>SECTION A - REPORTING POLICE SERVICE</b>					
Police Service Name: Select from the drop down menu (click on <u>yellow shaded cell</u> for drop down menu)					
<b>SECTION B - SIGNATURE OF AUTHORIZED OFFICIAL (GRANTEE)</b>					
GRANTEE (Print or Type the name of the Grantee i.e. Police Services Board/Municipality/First Nation) _____					
AUTHORIZED OFFICIAL SIGNATURE _____ PRINT NAME (Signing Official) _____ DATED _____					
WITNESS SIGNATURE _____ PRINT NAME (Witness) _____ DATED _____					
<b>SECTION C - YEAR-END SUMMARY (FISCAL YEAR 2024-25: APRIL 1, 2024 - MARCH 31, 2025)</b>					
Complete the information below. Enter statistical data for each Quarter. Total self calculates.					
SELECT YES/NO for each Quarter (Q1, Q2, Q3, Q4) where there has been RIDE Grant activity. (Click on <u>yellow shaded cell</u> for drop down menu)	<b>Q1</b> (Apr 1 - Jun 30)	<b>Q2</b> (Jul 1 - Sep 30)	<b>Q3</b> (Oct 1 - Dec 31)	<b>Q4</b> (Jan 1 - Mar 31)	
<b>VEHICLES STOPPED AS A RESULT OF RIDE GRANT PROGRAM</b>					
Number of Vehicle Check Stops	0.00	0.00	0.00	0.00	0.00
Number of Marine Check Stops	0.00	0.00	0.00	0.00	0.00
Number of Snowmobile Check Stops	0.00	0.00	0.00	0.00	0.00
Number of ATV Check Stops	0.00	0.00	0.00	0.00	0.00
Number of Roadside Check Stops Resulting in an Approved Screening Device Test (ASD)	0.00	0.00	0.00	0.00	0.00
Number of First Occurrence, 3-day Warn-Range Suspensions	0.00	0.00	0.00	0.00	0.00
Number of Second Occurrence, 7-day Warn-Range Suspensions	0.00	0.00	0.00	0.00	0.00
Number of Third or Subsequent Occurrences, 30-day Warn-Range Suspensions	0.00	0.00	0.00	0.00	0.00
Number of Breath Tests resulting in BAC over 0.08% (90-day ADLS)	0.00	0.00	0.00	0.00	0.00
Number of ASD or Breath Test refusals (90-day ADLS)	0.00	0.00	0.00	0.00	0.00
Number of Intoxilyzer Refusals (90-day ADLS)	0.00	0.00	0.00	0.00	0.00
Number of Persons Charged with Criminal Code Offences	0.00	0.00	0.00	0.00	0.00
Number of Persons Charged with Liquor License Act Offences	0.00	0.00	0.00	0.00	0.00
Number of Persons Charged with Highway Traffic Act Offences	0.00	0.00	0.00	0.00	0.00
Number of Persons Charged with Other Offences	0.00	0.00	0.00	0.00	0.00
PLEASE DESCRIBE THE OFFENCE(S) COMMITTED, IF YOU HAVE INDICATED "Number of Persons Charged with Other Offences" (e.g. CD\$A, CCA, CAIC, M\$VA, FWCA, TPA, etc.):					

**From:** Pronska, Karina (SOLGEN) <Karina.Pronska@ontario.ca>  
**Sent:** March 20, 2025 12:26 PM  
**Cc:** Di Tommaso, Mario (SOLGEN)  
**Subject:** Inspector General Memo and Advisory Bulletin #3: Municipal Police Service Board Policy on Critical Points  
**Attachments:** image007.emz; IGM3 Attachment - TPSB Critical Points Policy.pdf; Inspector General Memorandum 3 - IGM3 - Critical Points Policy - March 20 2025.pdf



**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.  
7<sup>th</sup> Floor, Suite 701  
Toronto ON M5G 2C8

777, rue Bay  
7<sup>e</sup> étage, bureau 701  
Toronto ON M5G 2C8

**\*The below and attached are sent on behalf of the Inspector General of Policing of Ontario\***

## **Inspector General of Policing Memorandum and Advisory Bulletin**

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

**FROM:** Ryan Teschner, Inspector General of Policing of Ontario

**DATE:** **March 20, 2025**

**SUBJECT:** Inspector General Memo and Advisory Bulletin #3: Municipal Police Service Board Policy on Critical Points

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I am writing to share information and advice with you regarding the Toronto Police Service Board's (TPSB) recently approved policy on "critical points," which was first recommended by The Honourable John W. Morden in his 2012 report of the *Independent Civilian Review into Matters Relating to the G20 Summit* (the Morden Report).

### **A. The need for a "critical points" policy to support a police service board's statutory governance role**

The Critical Points Policy, developed in collaboration between the TPSB and Chief Demkiw, responds to Judge Morden's recommendation that there be greater definition and clarity regarding the role of police service boards in providing civilian oversight of the police service during significant events. The need for a policy on critical points has been consistently supported in other reviews and reports examining the role of civilian police governance in the context of significant policing events, including The Honourable Murray Sinclair's report on the *Thunder Bay Police Services Board Investigation* and The Honourable Gloria J. Epstein's report on the *Independent Civilian Review into Missing Person Investigations (Missing and Missed)*.

The Morden Report discusses the fundamental role of civilian oversight in policing, and describes two essential components of a police board's oversight role, both of which are supported by a policy that requires information sharing, discussion and reporting over the life cycle of a critical point:

*The Governance Component: this represents the authority and responsibility for the development of policies that become the framework within which decisions will be made and actions will be taken by the police service. This is intended to ensure that the police service fulfills its legislated function with due respect to community norms.*

*The Accountability Component: the process by which actions and activities already carried out by the police service are evaluated to ensure they are consistent with existing policies. This is intended to ensure that decisions which have been taken can be evaluated and addressed in a transparent manner and that lessons learned can be applied to future decisions.<sup>[1]</sup>*

## **B. Inspector General's advice for municipal police service boards to develop a "critical points" policy**

I am sharing the TPSB's Critical Points Policy as part of my advisory role under section 102(4) of the *Community Safety and Policing Act, 2019* (CSPA), as a response to these consistent and longstanding recommendations, and in recognition of various recent policing events across this province that may reach the critical points threshold. Embedding and then operationalizing a critical points policy is an important step in modernizing the approach municipal police services and boards across Ontario take to their respective roles, and will serve to strengthen Ontario's policing system in a manner that is consistent with the overall modernization the CSPA was intended to achieve. Therefore, **I advise all Ontario municipal police service boards to review the Policy and, in consultation with chiefs of police and other local stakeholders as may be required, to develop and implement your own policy on critical points soon.**

Please note that this advice is intended for municipal police service boards only and is **not** applicable to OPP detachment boards.

A policy will create a **clear definition** for which significant events reach the 'critical point' threshold. A policy will also formally establish a **reciprocal 'information exchange'** for chiefs and boards to provide information to one another that is relevant to their respective roles. As Judge Morden explained: "With this exchange, the Board will be provided with operational information that will inform its policy-making function and the Chief of Police will have an opportunity to provide his or her views on policy options the Board is considering. With this exchange, both policies and operations may be adjusted to address changing circumstances."<sup>[2]</sup> With this 'information exchange' in place, boards can assess the need to set objectives and priorities for how such events are managed and turn their attention to other governance responsibilities that may arise in the context of a critical point. This would include, for example, determining the adequacy of board policies, resources and arrangements with other agencies and orders of government.

I further advise boards to ensure that the implementation of a policy on critical points includes thoughtful review of the TPSB Policy as a starting point, but **expect that factors affecting local policing needs will be considered to develop a policy that is reasonable and relevant for the jurisdiction.** I encourage you to engage your Inspectorate of Policing (IoP) Police Services Advisor for further advisory support as you undertake this work.

When developing your board's own policy on critical points, I have the following additional advice when considering the TPSB Policy:

### Reporting on Critical Points, TPSB Policy, section 2, item iv:

A recent revision to CSPA section 19 has transferred authority for requests for temporary policing assistance from boards to chiefs of police. To ensure alignment with the CSPA, in place of item iv in the list of information to be reported by the chief to the chair in the TPSB's current Policy, I recommend the following wording:

“Any plans to involve other organizations, including requests to chiefs of police for temporary assistance pursuant to section 19 of the *Community Safety and Policing Act*.”

Chief's Autonomy, TPSB Policy, section 8:

The TPSB Policy reiterates a board's authority to set objectives and priorities and a chief's statutory authority to make and execute the operational plans to achieve them. If the board's objectives are not being met, the chief should be expected to provide information to the board on why and advise on appropriate measures. I urge you to consider the following amendments to the TPSB's Policy, in **bold**:

“If, during the duration of a Critical Point, the Board concludes that, in its view, the **Board's** objectives are not being achieved, the Board will inform the Chief of Police of its conclusion. **The Chief will respond by informing the Board on corrective measures or the operational necessity of deviating from the Board's objectives.** However, the Chief of Police will remain autonomous in determining the appropriate execution of the plans in order to achieve the mission, objectives and priorities.”

**C. Engagement of the Ontario Association of Chiefs of Police (OACP) and the Ontario Association of Police Service Boards (OAPSB)**

As part of our ongoing collaboration with the OAPSB and the OACP, the IoP engaged both organizations to understand any additional considerations on developing or implementing a policy on critical points. Given the significance of this policy in helping embed components of a modern approach to police service boards' governance responsibilities and the operational responsibilities of chiefs of police, we greatly appreciate the support of the OAPSB and OACP on this issue, and their ongoing commitment to advancing initiatives that support Ontario police and police governance leaders in raising the performance bar in police governance and operations.

**D. The IoP will continue to support boards and services in compliance and implementing leading practices**

As the IoP gains further operational experience and insights, and through continued engagement with Ontario's policing sector, I will continue to share information and advice on compliance with the CSPA and leading practices that will enhance civilian police governance and improve the delivery of police services. In addition, the IoP will work to create additional resources and opportunities to support the implementation of my advice across the Ontario policing sector.

I trust this information will be helpful to you. Again, I encourage you to reach out to your IoP Police Services Advisor to discuss this matter further.

All IG Memos and Advisory Bulletins are posted on our website: [www.iopontario.ca](http://www.iopontario.ca).

Sincerely,

*Ryan Teschner*  
**Inspector General of Policing of Ontario**

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

*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 CPSA. 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.*



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**Executive Advisor to the IG**

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to make everyone in Ontario safer***

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*As part of providing [accessible customer service](#), if you have any accommodation needs, require communication supports, or alternate formats, please let me know.*

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<sup>[1]</sup> The Honourable J. W. Morden, *Independent Civilian Review into Matters Relating to the G20 Summit* (Toronto, 2012), page 83 (Morden Report).

<sup>[2]</sup> Morden Report, page 7.



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## Inspector General of Policing Memorandum and Advisory Bulletin

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

**FROM:** Ryan Teschner, Inspector General of Policing of Ontario

**DATE:** **March 20, 2025**

**SUBJECT:** Inspector General Memo and Advisory Bulletin #3:  
Municipal Police Service Board Policy on Critical Points

---

I am writing to share information and advice with you regarding the Toronto Police Service Board's (TPSB) recently approved policy on "critical points," which was first recommended by The Honourable John W. Morden in his 2012 report of the *Independent Civilian Review into Matters Relating to the G20 Summit* (the Morden Report).

### **A. The need for a "critical points" policy to support a police service board's statutory governance role**

The Critical Points Policy, developed in collaboration between the TPSB and Chief Demkiw, responds to Judge Morden's recommendation that there be greater definition and clarity regarding the role of police service boards in providing civilian oversight of the police service during significant events. The need for a policy on critical points has been consistently supported in other reviews and reports examining the role of civilian police governance in the context of significant policing events, including The Honourable Murray Sinclair's report on the *Thunder Bay Police Services Board Investigation* and The Honourable Gloria J. Epstein's report on the *Independent Civilian Review into Missing Person Investigations (Missing and Missed)*.

The Morden Report discusses the fundamental role of civilian oversight in policing, and describes two essential components of a police board's oversight role, both of which are

supported by a policy that requires information sharing, discussion and reporting over the life cycle of a critical point:

*The Governance Component: this represents the authority and responsibility for the development of policies that become the framework within which decisions will be made and actions will be taken by the police service. This is intended to ensure that the police service fulfills its legislated function with due respect to community norms.*

*The Accountability Component: the process by which actions and activities already carried out by the police service are evaluated to ensure they are consistent with existing policies. This is intended to ensure that decisions which have been taken can be evaluated and addressed in a transparent manner and that lessons learned can be applied to future decisions.<sup>1</sup>*

## **B. Inspector General's advice for municipal police service boards to develop a "critical points" policy**

I am sharing the TPSB's Critical Points Policy as part of my advisory role under section 102(4) of the *Community Safety and Policing Act, 2019* (CSPA), as a response to these consistent and longstanding recommendations, and in recognition of various recent policing events across this province that may reach the critical points threshold. Embedding and then operationalizing a critical points policy is an important step in modernizing the approach municipal police services and boards across Ontario take to their respective roles, and will serve to strengthen Ontario's policing system in a manner that is consistent with the overall modernization the CSPA was intended to achieve. Therefore, **I advise all Ontario municipal police service boards to review the Policy and, in consultation with chiefs of police and other local stakeholders as may be required, to develop and implement your own policy on critical points soon.**

Please note that this advice is intended for municipal police service boards only and is **not** applicable to OPP detachment boards.

A policy will create a **clear definition** for which significant events reach the 'critical point' threshold. A policy will also formally establish a **reciprocal 'information exchange'** for chiefs and boards to provide information to one another that is relevant to their respective roles. As Judge Morden explained: "With this exchange, the Board will be provided with operational information that will inform its policy-making function and the Chief of Police will have an opportunity to provide his or her views on policy options the Board is considering. With this exchange, both policies and operations may be adjusted to address changing circumstances."<sup>2</sup> With this 'information exchange' in place, boards can assess the need to set objectives and priorities for how such events are managed and

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<sup>1</sup> The Honourable J. W. Morden, *Independent Civilian Review into Matters Relating to the G20 Summit* (Toronto, 2012), page 83 (Morden Report).

<sup>2</sup> Morden Report, page 7.

turn their attention to other governance responsibilities that may arise in the context of a critical point. This would include, for example, determining the adequacy of board policies, resources and arrangements with other agencies and orders of government.

I further advise boards to ensure that the implementation of a policy on critical points includes thoughtful review of the TPSB Policy as a starting point, but **expect that factors affecting local policing needs will be considered to develop a policy that is reasonable and relevant for the jurisdiction**. I encourage you to engage your Inspectorate of Policing (IoP) Police Services Advisor for further advisory support as you undertake this work.

When developing your board's own policy on critical points, I have the following additional advice when considering the TPSB Policy:

Reporting on Critical Points, TPSB Policy, section 2, item iv:

A recent revision to CSPA section 19 has transferred authority for requests for temporary policing assistance from boards to chiefs of police. To ensure alignment with the CSPA, in place of item iv in the list of information to be reported by the chief to the chair in the TPSB's current Policy, I recommend the following wording:

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Chief's Autonomy, TPSB Policy, section 8:

The TPSB Policy reiterates a board's authority to set objectives and priorities and a chief's statutory authority to make and execute the operational plans to achieve them. If the board's objectives are not being met, the chief should be expected to provide information to the board on why and advise on appropriate measures. I urge you to consider the following amendments to the TPSB's Policy, in **bold**:

"If, during the duration of a Critical Point, the Board concludes that, in its view, the **Board's** objectives are not being achieved, the Board will inform the Chief of Police of its conclusion. **The Chief will respond by informing the Board on corrective measures or the operational necessity of deviating from the Board's objectives**. However, the Chief of Police will remain autonomous in determining the appropriate execution of the plans in order to achieve the mission, objectives and priorities."

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implementing a policy on critical points. Given the significance of this policy in helping embed components of a modern approach to police service boards' governance responsibilities and the operational responsibilities of chiefs of police, we greatly appreciate the support of the OAPSB and OACP on this issue, and their ongoing commitment to advancing initiatives that support Ontario police and police governance leaders in raising the performance bar in police governance and operations.

**D. The IoP will continue to support boards and services in compliance and implementing leading practices**

As the IoP gains further operational experience and insights, and through continued engagement with Ontario's policing sector, I will continue to share information and advice on compliance with the CSPA and leading practices that will enhance civilian police governance and improve the delivery of police services. In addition, the IoP will work to create additional resources and opportunities to support the implementation of my advice across the Ontario policing sector.

I trust this information will be helpful to you. Again, I encourage you to reach out to your IoP Police Services Advisor to discuss this matter further.

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Sincerely,



*Ryan Teschner*  
**Inspector General of Policing of Ontario**

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

*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 CPSA. 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.*



# TORONTO POLICE SERVICE BOARD

## CRITICAL POINTS POLICY

<b>DATE APPROVED</b>	January 14, 2025	<b>Minute No:</b> P2025-0114-4.0
<b>DATE(S) AMENDED</b>		
<b>REPORTING REQUIREMENT</b>	As needed	
<b>LEGISLATION</b>	<i>Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1, ss. 37(1)(a) and (f), and 38(1)(a) and (b).</i>	

## GUIDING PRINCIPLES

Information sharing between the Toronto Police Service (Service) and the Toronto Police Service Board (Board) is foundational to the Board's effective execution of its oversight responsibilities. In particular, information sharing is crucial during times of elevated organizational risk, such as when facing large-scale events.

This Policy defines such ***Critical Points*** and sets out a process to guide the Chief of Police and the Board in identifying them, and ensuring the flow of relevant information from the Service to the Board, so that the Board can most effectively carry out its oversight and governance role, including creating and amending Board policies, setting priorities, asking questions, and providing non-binding advice in relation to operational matters.

The Board acknowledges there are limits to the direction that the Board may give to the Chief of Police, and the importance of respecting those limits. The Board is prohibited by law from directing the Chief of Police with respect to specific investigations, or the conduct of specific operations. Therefore, while the Board may set objectives and priorities for the policing of a Critical Point, the Chief of Police has the authority to determine the methods by which the objective, priority, or outcome will be achieved.

This Policy will not prevent or restrict the Service from exercising its policing powers and authorities, in emergent circumstances, to protect community safety.

## PURPOSE OF POLICY

The purpose of this Policy is to:

- Define the term Critical Point and provide clear and consistent assessment criteria for use in identifying Critical Points as they arise
- Describe the type of information the Board requires from the Chief in order to assess potential Critical Points;

- Describe the information sharing process between the Board and the Service when a Critical Point has been identified/confirmed;
- Strengthen oversight of the Service, consistent with the Board's legislative responsibilities;
- Ensure accountability of the Service to the Board; and
- Ensure that the Chief of Police can discharge their duties according to law.

## **POLICY OF THE BOARD**

It is the Policy of the Board that:

### *Definitions*

1. **Critical Point:** A matter of strategic significance that is time-sensitive and which rapidly elevates the Board's operational, financial, reputational or other enterprise risk, and, therefore, calls for the Board's immediate attention and/or preparedness to take action.

For example:

- a. Large scale operations or events for which advance planning and approval by the Service's Command is required;
- b. Events or operations that are likely to have a material impact on the Service's relationship with, and service to, marginalized and vulnerable communities;
- c. Events or operations that raise significant questions of public policy; or
- d. Credible external or internal complaints, including complaints regarding workplace discrimination or harassment, against individual officers and the Service, and findings by other tribunals related to discrimination, where such complaints or findings raise significant systemic issues.

For clarity, the above examples are not exhaustive.

### *Reporting on Critical Points*

2. The Chief of Police will inform the Chair or their designate of any situation in which the Chief of Police believes a Critical Point has emerged or is likely to emerge and provide the Chair, in writing, with further information regarding the Critical Point, including, as appropriate:
  - i. The general nature of the Critical Point;
  - ii. The elevated risk(s) posed by the Critical Point;
  - iii. Relevant operational and other information necessary for the Board to understand the details of the Critical Point, including an outline of the operational plan, and continuity of service plans;
  - iv. Any plans to involve other organizations, including, in the case of other law enforcement agencies, recommendations to the Board to

- make requests of other boards or the Ontario Provincial Police Commissioner;
  - v. An estimate of the financial impact;
  - vi. Relevant legislation and other legal requirements that may apply including the need for additional authorities; and
  - vii. Any ongoing considerations, including resources needed, or policy impacts.
3. The Chair will share the information provided by the Chief of Police with Board Members, all of which will be held in the strictest of confidence.
  4. The Chair, in consultation with the Board Members, and in accordance with the Board's Procedural Bylaw, will determine whether there is a need to obtain additional information, create or amend Board policies, and/or provide direction to the Chief in accordance with the Board's policies, duties and responsibilities, including setting objectives and priorities, and if so, whether to call a Special Meeting of the Board, or to include the Critical Point as an item on the Agenda of the Board's next regularly scheduled meeting.
  5. The Chief will continue to update the Board, through the Chair, on any significant developments, including once the Chief of Police determines that the Critical Point has concluded. In consultation with the Board Members, the Chair may call a Special Meeting of the Board at any time or include an item on the Agenda of a regularly scheduled Board Meeting, to discuss the Critical Point.

#### *Identification of Critical Points by the Board*

6. When the Chair believes, or is advised by a Board Member(s) that they believe, that a planned or anticipated event may constitute a Critical Point, the Chair shall request the Chief of Police to consider whether, in their view, the event may meet the definition of Critical Point, and either report to the Board in accordance with this Policy, or, alternatively, provide to the Chair reasons that the event in question does not meet the definition of a Critical Point.

#### *Chief's Autonomy*

7. Once the Board has been given the opportunity to set objectives, ask questions, and provide non-binding advice in relation to operational matters, where applicable the Chief will maintain the autonomy to finalize and execute the plans.
8. If, during the duration of a Critical Point, the Board concludes that, in its view, the objectives are not being achieved, the Board will inform the Chief of Police of its conclusion. However, the Chief of Police will remain autonomous in determining the appropriate execution of the plans in order to achieve the mission, objectives and priorities.

### *Training*

9. The Chief will provide training to ensure that all Command and Service Members from the rank of Inspector and above are trained to recognize the circumstances that may lead to a Critical Point, and to inform the Chief of Police and Command when a potential Critical Point is identified; and
10. The Board will ensure that all new Board Members receive training to understand the definition of a Critical Point, and effectively understand their responsibilities with regards to the consideration of Critical Points.

### *Public Reporting*

11. Subject to operational considerations and the advice of the Chief of Police, the Board will publicly disclose, where it is possible to do so without risking the effectiveness of the operation or any other operations, the safety of Service Members or members of the public, or any other operational considerations raised by the Chief:
  - a. The nature of the operational matter related to a Critical Point; and
  - b. Any directions given to the Chief of Police related to a Critical Point.

## Christian Kaiser

---

**From:** Pronska, Karina (SOLGEN) <Karina.Pronska@ontario.ca>  
**Sent:** April 1, 2025 01:41 PM  
**Cc:** Di Tommaso, Mario (SOLGEN); Chris Gariepy; Les Andrews; 32@sspspolice.com; Acting Chief Sara Cunningham; Al Sizer; alt cornwall; alt Dan Reith; alt john brennan; alt Laselle; alt london; alt owen sound; alt Tim Doherty; alt waterloo board; alt west grey; Ann Morgan; aschmidt@wpbrm.ca (aschmidt@wpbrm.ca); Caldwell, Sarah (She/Her) (SOLGEN); Carrique, Thomas (OPP); Chair of the Hawkesbury OPP Detachment Board; chief; Chief Bill Fordy; Chief Christopher Knoll; Chief Craig Ambrose; Chief Darcy Fleury; Chief Daryl Longworth; Chief Dean Duchrow; Chief Derek Davis; Chief Eric Stubbs; Chief Frank Bergen; Chief Gordon Cobey; Chief Greg Skinner; Chief Hugh Stevenson; Chief Jason Bellaire; Chief Jim MacSween; Chief Jodi Empey; Chief John Van Dyke; Chief Kirk Robertson; Chief Marc Roskamp; Chief Mark Crowell; Chief Mike Noonan; Chief Myron Demkiw; Chief Nishan Duraipappah; Chief Peter Moreira; Chief Rich Johnston; Chief Robert Martin; Chief Scott Gee; Chief Spowart; Chief Stephen J. Tanner; Chief Stuart Betts; Chief Sydney Lecky; Chief Thai Troung; Chief Tim Farquharson; Chief Zvonko Horvat; ChiefofPolice@haltonpolice.ca; Christian Kaiser; Christine Milks ; Crystal Meloche; Dan Reith; Dean Duchrow; Diane Huber; Fabian Batise, NAPS Board Liaison; Frank McKay, NAPS Board Chair; Geordie Elms; graham milne; guelph board; Jarrod Stearns; jlamothe@drps.ca; joan knight; John Bruno; jsaunders@police.brantford.on.ca; Karen Machado; Kawartha Lakes; King Yee; kirkea@chatham-kent.ca; Kraymr Grenke; Krista Ferraro, ED; larissa.barber@wrps.on.ca; Michael Pearce; Lisa Darling ; Lorie Sargeant; mailto:nsharp@kingsville.ca; Mary ten Doeschate; Maurice Dupelle; mcampbell; Mr. Drew Dilkens; Mr. Greg Ferguson; Mr. Greg Martin; Mr. Ian McLean; Mr. Jeff Knoll; Mr. John Brennan; Mr. John Thomson; Mr. Ken Whiteford; Mr. Patrick Weaver; Mr. Peter McSherry; Mr. Ron Kerr; mrodd@bellevilleps.ca; Ms. Jen Lawson; Nando Iannicca; Okada, Marc (SOLGEN); Patrick Weaver; ppedersen; Paul Wiersma; Rhonda Robeson ; Rich Stivrins; Salim Fakirani; saugeen shores alt; Shaun Collier; Shawn Pankow; Stephanie ; Stephen.Tanner@haltonpolice.ca; Steve\_Cousins@cascades.com ; Sue D'Eon; Terry Armstrong, NAPS Police Chief; Tracy Caskenette; Tyler Allsop ; Vanbeek, Carrie (OPP); virginiamontminy@evanturel.com ; waterloo board; Wayne Emmerson; Weatherill, Kenneth (SOLGEN); Wilkie, Roger OACP; William Vanrees; William Vanrees alt; Brian MacKinnon; abeaulieu@hearst.ca; AFay@tay.ca; altheaa2018@gmail.com; aquinn@powassan.net; bhaines@townofgrandvalley.ca; bmcgillis@southstormont.ca; brennan@middlesexcentre.ca; cao; cao; cao@tyendinagatowship.com; carolyn@manleys.com; cassandra.child@cochraneontario.ca; cbraney@pecounty.on.ca; ccraig@georgianbluffs.ca; chantal.guillemette@kapuskasing.ca; choward; christine.goulet@redlake.ca; ckrahn@ELGIN.ca; claretucker@tuckerreid.ca; clerk@loyalist.ca; clerk@muskoka.on.ca; Erika Kromm; clerk@quintewest.ca; clerk@southhuron.ca; clerks@kawarthalakes.ca; clerks@pecounty.on.ca; coslund@colemantownship.ca; d.grills@headclaramaria.ca; deputyclerk; deputymayor@tweed.ca; dilullo@middlesexcentre.ca; dsmithson@carletonplace.ca; info; giar1978@gmail.com; glecuyer@fortfrances.ca; gregory.nemcek@lkdsb.net; Huron OPP Detachment Board; jbraybrook@trentlakes.ca; jburke@espanola.ca; jburns@villageofpointedward.com; jcarmody@petawawa.ca; jennifer.haleypsb@gmail.com; jennifera@wellington.ca; jhutson@westperth.com; jjonker@townofgrandvalley.ca; jlawrie@kincardine.ca; jmartin@newtecumseth.ca; joliver@thebluemoountains.ca; jshaver@augusta.ca; Judy Davis - Bruce Mines; jward@georgianbluffs.ca; kari.hanselman@eastferris.ca; Katie Scott - Blind River; Kelly Conlin; kdunlop@thebluemoountains.ca; kim.huffman@norfolkcounty.ca; kmorris@markstay-warren.ca; kmurteira@tecumseh.ca; kristina.miousse@greenstone.ca;

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**Subject:** Inspector General Memo #4: Release of the Inspectorate of Policing's Strategic Plan

**Attachments:** The Road Ahead - A Strategic Plan for Ontario's Inspectorate of Policing.pdf; Inspector General Memorandum 4 - Final .pdf

**\*The below and attached are sent on behalf of the Inspector General of Policing of Ontario\***



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

**FROM:** Ryan Teschner, Inspector General of Policing of Ontario

**DATE:** April 1, 2025

**SUBJECT:** Inspector General Memo #4: Release of the Inspectorate of Policing's Strategic Plan

---

In recognition of the one-year anniversary of Ontario's *Community Safety and Policing Act* coming into force and the commencement of my mandate as the Inspector General of Policing, I am pleased to share **The Road Ahead: A Strategic Plan for Ontario's Inspectorate of Policing 2024-2027**. Our Strategic Plan serves as a roadmap outlining the Inspectorate of Policing's (IoP) vision for the next three years. It will guide us in moving forward on our priorities and the work that brings those priorities to life, fulfilling our legislated mandate of serving the public's interest.

Our Strategic Plan focuses on **three key objectives**, all centred around how we will enhance performance and boost public confidence in Ontario's policing sector. In the Strategic Plan, we define each objective, detail its importance, our commitments, and outline our approach to deliver on these commitments.

Over the next three years:

1. We will improve Ontario's policing performance and set a global benchmark
2. We will serve the public interest
3. We will propel greater insights and foresights to address risks

I would like to extend my appreciation to you, Ontario's policing sector, for your invaluable perspectives, which have informed the development of this Plan. In my engagements with you, I have said that it is important for you to see value in the IoP's work; and, so, your insights must necessarily inform what we tackle and how we tackle it. I hope chiefs of police, police service board chairs and members take some time to review our Strategic Plan and see your voices reflected in this document.

We anticipate sharing updates on our progress and the measures of our success in achieving our objectives in future Inspector General Annual Reports.

This Strategic Plan was the product of the efforts and suggestions of many from right across our organization. Prior to finalizing it, we reviewed the Plan with the entire IoP staff so they could see their work reflected in our next three years. I want to thank the team for their hard work and significant contributions in bringing our Strategic Plan from vision to reality.

Thank you for your continued trust and confidence in the Inspectorate of Policing. We look forward to what the next three years – and beyond – will bring.

Sincerely,



*Ryan Teschner*  
**Inspector General of Policing of Ontario**

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



**Karina Pronska**  
**Executive Advisor to the IG**

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to make everyone in Ontario safer*

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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:** April 1, 2025

**SUBJECT:** Inspector General Memo #4: Release of the Inspectorate of Policing's  
Strategic Plan

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In recognition of the one-year anniversary of Ontario's *Community Safety and Policing Act* coming into force and the commencement of my mandate as the Inspector General of Policing, I am pleased to share **The Road Ahead: A Strategic Plan for Ontario's Inspectorate of Policing 2024-2027**. Our Strategic Plan serves as a roadmap outlining the Inspectorate of Policing's (IoP) vision for the next three years. It will guide us in moving forward on our priorities and the work that brings those priorities to life, fulfilling our legislated mandate of serving the public's interest.

Our Strategic Plan focuses on **three key objectives**, all centred around how we will enhance performance and boost public confidence in Ontario's policing sector. In the Strategic Plan, we define each objective, detail its importance, our commitments, and outline our approach to deliver on these commitments.

Over the next three years:

1. We will improve Ontario's policing performance and set a global benchmark
2. We will serve the public interest
3. We will propel greater insights and foresights to address risks

I would like to extend my appreciation to you, Ontario's policing sector, for your invaluable perspectives, which have informed the development of this Plan. In my engagements with you, I have said that it is important for you to see value in the IoP's work; and, so, your insights must necessarily inform what we tackle and how we tackle it. I hope chiefs of police, police service board chairs and members take some time to review our Strategic Plan and see your voices reflected in this document.

We anticipate sharing updates on our progress and the measures of our success in achieving our objectives in future Inspector General Annual Reports.

This Strategic Plan was the product of the efforts and suggestions of many from right across our organization. Prior to finalizing it, we reviewed the Plan with the entire IoP staff so they could see their work reflected in our next three years. I want to thank the team for their hard work and significant contributions in bringing our Strategic Plan from vision to reality.

Thank you for your continued trust and confidence in the Inspectorate of Policing. We look forward to what the next three years – and beyond – will bring.

Sincerely,

A handwritten signature in blue ink, appearing to read "R. Teschner", with a stylized flourish at the end.

*Ryan Teschner*  
**Inspector General of Policing of Ontario**

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

2024–2027

# THE ROAD AHEAD



**A Strategic Plan for  
Ontario's Inspectorate  
of Policing**

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# Land Acknowledgement

The Inspectorate of Policing (IoP) recognizes that its work, and the work of its community partners, takes place on traditional territory of Indigenous Nations in Ontario, including the Anishinaabe (comprising the Algonquin, Mississauga, Ojibwe, Anishinew (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 honouring 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

Policing is a core public service. When danger strikes, we expect the police to be there to keep us safe. Whether the police are called on to respond to an active threat, investigate an offence after it has occurred, or prevent crime before it happens, their role is complex, constantly evolving, and fundamental to a safe society.

We deserve the best policing possible, and police services deserve a system that supports them as they do their important work. Society must look ahead to ensure that the police we call upon are equipped to anticipate and effectively address new and emerging threats. Our institutions of independent civilian governance, including police service boards, must ensure that local policing is accountable and being delivered fairly, effectively, and in a manner that meets community needs.

As the grandson of Holocaust survivors, I grew up understanding that when the power of the state – including the police – is misused, the consequences can echo for generations. Early on, my grandparents' stories taught me the importance of ensuring policing services respect, serve and protect all people, regardless of who they are or where they live. And so, it is the legacy of my grandparents and the reminders of their sacrifice that drive my commitment towards public safety and guide me as I lead the Inspectorate of Policing.



**"I am proud to serve as Ontario's Inspector General of Policing (IG), and I am confident that the IoP's work in the coming years, guided by the compass this plan represents, will help Ontario distinguish itself for policing excellence worldwide."**



As we embark on a new era of policing oversight in Ontario, **the IoP is steadfastly committed to improving performance in policing to make everyone in Ontario safer.**

This is not just a vision, but our mission – a mission now made more tangible with the launch of the IoP’s inaugural Strategic Plan.

This Strategic Plan serves as a roadmap to guide us in fulfilling our mandate and achieving our vision over the next three years. This Plan outlines our approach and the specific work we will undertake to make lasting, positive impact on Ontario’s policing sector and the diverse public it serves. The IoP has a role to play in building bridges between those that deliver policing services, and the public who live, work, and visit in the communities our police serve.

We are committed to engaging police services, boards, employers of special constables, community groups and other police oversight bodies and government to achieve our mission.

We will ask the tough questions the public deserves to have answered, identify best practices in performance where they exist, and be a ‘right touch’ regulator in using our compliance and enforcement tools where they are needed to improve policing performance and maintain public safety.

I am proud to serve as Ontario’s Inspector General of Policing, and I am confident that the IoP’s work – guided by the compass this plan represents and delivered by a dedicated group of public servants that act as inspectors, investigators, advisors, data analysts, data scientists and performance measurement experts – will help Ontario distinguish itself for policing excellence worldwide.

Thank you for your early trust and confidence as the IoP works each day to make Ontario safer for all.

**Ryan Teschner**  
*Inspector General of Policing of Ontario*

# Purpose of the Strategic Plan

Our Strategic Plan serves as a comprehensive roadmap that outlines our vision over the next three years. It will guide us in establishing our priorities and processes to fulfill our legislated mandate of serving the public's interest.

We adopted a three-year approach to achieve these objectives, providing a structured framework for decision-making while remaining flexible to adapt to changing public safety needs. This timeframe pushes us to continually assess and enhance our approach in fulfilling the Inspector General's mandate, based on feedback from the community and results of our work. Through this process, we can identify what we could do differently in pursuit of improving policing service delivery in Ontario. By prioritizing evidence-based decision-making and fostering a culture of continuous growth, we also aim to ensure that Ontario's policing sector – comprised of police services, boards, and special constable employers – operate in a manner that is effective, transparent, accountable, and responsive to the needs of the diverse communities they serve.

In developing this Strategic Plan, we were informed by many sources of information in the policing and police governance domains. We conducted environmental and jurisdictional scans, examined current and future needs assessments, and consulted with our staff, senior management, and members of the policing sector.

How we will measure our success in achieving our objectives is vital. Being transparent about our work and progress is at the heart of our organization. However, as a new entity, we lack a track record of operational experience to identify the most relevant or impactful measures. For this reason, we are in the process of establishing key performance indicators (KPIs) for each objective in this Strategic Plan. Once we establish our KPIs, we will detail them in future annual reports and track our progress against each of them.

We look forward to sharing updates on our vision towards improving police performance and our contributions to making everyone in Ontario safer.

# Strategic Objectives

Over the next three years, we will focus on three objectives, including how we will enhance performance and boost public confidence in Ontario's policing sector. For each objective, we detail its importance, our commitments, and outline our approach to deliver on these commitments.

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

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**We will serve the public interest**

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





Source: Angelo Matela

## Our Vision

We want every person in Ontario to feel safer in their community, and to have confidence in the policing and police governance they receive.

This means that policing is delivered in a manner that supports and reflects the diversity of the people it serves, while being responsive to the unique needs of each community. This also means that policing and police governance is delivered progressively, fairly, equitably, and based on evidence-informed processes.

We are dedicated to working towards achieving this vision and establishing Ontario as a leader in policing excellence worldwide.

### **The IoP is dedicated to:**

- examining performance through inspections, 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 policing sector is responsive to the diverse communities it serves in the context of an increasingly complex service-delivery environment.

# Our Values

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

Embodying these values while delivering on our mandate is the key to achieving the objectives in this Strategic Plan.

## At the IoP, we believe in:

### Continuous Improvement



Identifying effective performance in the policing sector, and where improvements are needed. We will focus on addressing the areas that matter most to the public.

### Risk-Informed



Selecting the right tools for the right problems and consider the level of risk present when enforcing policing and police governance compliance.

### Independent



Operating at arm's-length from government or any other influence to ensure impartiality and confidentiality in our operations and decision-making.

### Integrity



Engaging in activities in a way that inspires public confidence, and that preserves our objectivity, integrity and impartiality.

### Fair



Addressing 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.

### Transparent



Being transparent in our decision-making and publicly report on our work and their results with the sector and the public.

### Collaborative



Working collaboratively with our partners and the regulated entities we oversee to support their success in our shared mission of making Ontario safer.

# Ontario's New Inspector General and Inspectorate of Policing

## About Ontario's Inspector General and Inspectorate of Policing

Chief Justice of Ontario, 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 2019 *Community Safety and Policing Act (CSPA)* and its regulations, which came into effect April 1, 2024.

The CSPA replaces the *Police Services Act (PSA)* – now 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 establishment of the role of Inspector General of Policing (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 Mandate of the Inspector General

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 Inspector General 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
- 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 Public We Serve

Ontario has the largest population of any province or territory in Canada and exhibits significant demographic and geographic diversity. In 2023, Ontario's population grew by 3.4 per cent and is now home to approximately 14.5 million people spread across 492 communities. As of 2023, demographic data reveals that 2.7 per cent of Ontarians identify as Indigenous, 34 per cent as a visible minority, and 63.3 per cent as White.

Ontario's communities are spread across both urban and rural areas. Urban centres like Toronto, Ottawa, and Hamilton are economic hubs with high population density. Rural areas contribute to the province's agricultural and natural resources, covering expansive areas with relatively low population density. Ontario is also home to many Indigenous communities and territories with various cultural and governance frameworks. This rich diversity presents unique opportunities and challenges for the way policing services and governance are delivered.

With a diverse and growing population, the policing being provided to these communities should evolve too. With the advent of new technology, tools and practices are being leveraged in response to changes in crime, social issues, and public expectations. These changes are driven by common thinking that emphasizes proactive and collaborative approaches to prevent crime by addressing its root causes and engaging social sectors like healthcare, education, and other services to support community safety and well-being. These collective efforts are propelling the sector towards a more community-oriented, preventative, and accountable model of policing.

The IoP recognizes that we, too, have a role to play in the wider, interdependent system that works together to improve public safety. The IoP is committed to adapting and responding to the ever-changing policing and police governance landscape with modern approaches, to ensure we remain focused on matters that have the greatest impact on communities.

# The Operational Independence of the Inspector General

The CSPA creates a new system of policing compliance oversight that is driven by independent, evidence-based decision-making.

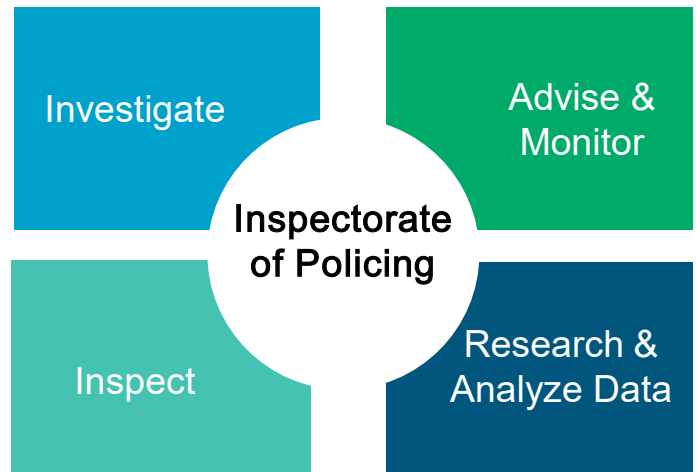
The CSPA builds specific protections to ensure the IG functions independently in fulfilling their statutory mandate under the CSPA, and in discharging their operational activities and making oversight decisions. This independence ensures impartiality and integrity in the IG's functions. There are several ways in which the CSPA creates legal protections for the IG's independent decision-making:

- The IG position is an Order-in-Council five-year appointment, renewable for an additional term of five years. This means the appointment is a government order recommended by the Executive Council and signed by the Lieutenant Governor, which is different from ordinary government employment.
- The CSPA specifically prohibits the Solicitor General from directing the IG or any inspector appointed by the IG with respect to their functions under the CSPA.
- While the Solicitor General may make a complaint to the IG about the compliance of a police service or conduct of a police service board member, the IG may refuse to investigate the complaint. The IG must provide written reasons for the decision to decline to act on a complaint.

# Who We Are

The IoP is a new, modern organization of professionals who conduct inspections and investigations, research and data analysis and liaise with police services and boards across the province to deliver on the IG's oversight mandate.

The IoP has built a strong team of staff with diverse skill sets, experiences, and backgrounds that are committed to helping improve the delivery of policing services across Ontario. The IoP supports the IG and serves the public interest by ensuring police services and boards comply with Ontario's policing requirements while being responsive to the diverse communities they serve.



# The Structure of the IoP

## The Inspectorate of Policing

### Office of the IG

Supports engagement with the sector, stakeholders and public, as well as public communications.

### Investigations, Inspections, and Liaison Branch

Investigates public complaints concerning delivery of policing services and conduct of police service board members. Monitors and conducts inspections of police services and boards to ensure compliance with the CSPA and its regulations. Provides advice to police services, chiefs, boards and First Nation police services who opt-into the CSPA.

### 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. Supports evidence-based decision-making.

# Strategic Objectives



## Objective 1:

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

### Why is this objective important?

Improving performance is essential for enhancing legitimacy and public trust in policing. It also fosters continuous learning and growth across the sector, which will help us achieve and maintain internationally recognized excellence. Currently, there is no standard model for measuring policing performance in Canada. We seek to change that.

We will create a first-of-its-kind **Performance Measurement Framework** to evaluate the health of Ontario's policing and police governance. We will collect and analyze data and conduct other sector-based research to establish performance baselines. Then, once baselines are established, we will use this framework to identify areas for improvement where our involvement may be needed, and drive evidence-based advancements in policing.

Through this process, we will become a '**Centre of Excellence**' for policing performance in Ontario. This Centre will engage the sector, academia, and other partners to marshal the best of policing and police governance in Ontario and elsewhere. Our ultimate goal is to identify leading practices that are working well, assist the sector in embracing these practices, and raise the overall performance bar to ensure Ontario is a national and international policing leader.

## Objective 1:

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

### We are committed to:

Establishing a new **performance measurement framework** based on advanced analytics to improve policing and police governance performance.

Becoming a '**Centre of Excellence**', with the goal of positioning Ontario as a global leader in policing.

Advancing knowledge in the broader field of policing research and supporting **evidence-based actions**, focusing on the most critical areas affecting policing.

### We will deliver on these commitments by:

- Conducting independent research on performance measurement models in policing and other sectors, engaging the sector in identifying appropriate ways to measure Ontario's policing performance, and incorporating data collection and analytical capacity for a 'made in Ontario' model.
- Partnering with the policing and police governance sector, academia, and others to create a knowledge hub that promotes evidence-based approaches, identifies leading practices in policing and its governance, and facilitates information sharing to support the sector in continued performance improvement.
- Researching issues that affect police services and boards in Ontario to find solutions, and monitoring policing trends to anticipate and respond to future global challenges.
- Publishing our findings to establish an evidence-based foundation for new provincial standards in policing and police governance and supporting our shared responsibility to address these interconnected policing issues.

## Objective 2:

### We will serve the public interest

#### Why is this objective important?

Community safety is the core of a healthy and functional society. People want an environment where they feel safe to live, work and play, and where they can trust the institutions that serve them.

Improving the performance of police services and their governance enhances effectiveness, legitimacy, accountability, and trust in the system, ultimately serving the public interest.

The IoP will serve this public interest by asking the questions the public wants to have answered, conducting independent research and analysis, using our findings to inform our priorities, and actively pursuing improvements in policing and police governance provincially. This work will ensure that the actions the police take to prevent, detect, and address crime are responsive to the diverse needs of Ontario's communities.

We will regularly engage with the public and listen to their concerns. We will report on our findings and activities, helping to advance public understanding and contribute to discussions about policing in Ontario. We will also ensure our work reflects the reality that policing is part of a larger interdependent system, and that while policing cannot solely resolve society's most pressing public safety concerns, effective policing is a key component of achieving community safety and well-being.

## Objective 2:

### We will serve the public interest

#### We are committed to:

Identifying **what matters most to the public**, and setting our key priorities based on these insights.

**Enhancing public trust, confidence and understanding** of policing in Ontario.

Equipping the IoP's staff with the **necessary tools to become leading experts** in policing in Ontario, and with the resources to effectively deliver on the mandate of the IG.

#### We will deliver on these commitments by:

- Identifying trends in the public complaints we receive and conducting independent research and analysis, to guide how we prioritize our efforts and focus on issues and actions with the greatest impact on improving public safety, and through that, public trust.
- Publishing inspection findings, spotlight reports, and annual reports to keep government, the policing sector and the public informed about what is working well in policing, what needs to work better, and how this work is progressing in a manner that is responsive to the diverse needs of communities across Ontario.
- Engaging regularly with the public through our website, social media, and other channels to contribute to public discourse and understanding about the state of policing in Ontario, and the role the IG plays in enhancing it.
- Identifying and seizing learning opportunities for staff that promote their continuous improvement, enhance their understanding of the evolving policing climate, and support their work in fulfilling the oversight mandate of the IG and the needs of the public.

## Objective 3:

# We will propel greater insights and foresights to address risks

### Why is this objective important?

The IG's role is one of compliance and performance oversight, requiring an operating 'right touch' philosophy that determines risk levels throughout the province, and informs decisions on what approaches best address the compliance issues at hand.

To achieve this objective, we have implemented a **risk-based compliance and enforcement framework** that anticipates and uncovers policing and governance issues, identifies leading practices to intervene and resolve them, and ensures compliance with the CSPA and its regulations. Our model also provides deeper insights into the root causes of challenges facing policing and its governance in Ontario and is based on working with municipal police services and boards, the OPP and OPP detachment boards, First Nations Police Services and Boards that have opted-in to the CSPA, and other policing entities to proactively address them. Taken together, this approach seeks to address the most pressing antecedents to public safety risks in Ontario, better positioning the province's police services and boards to anticipate and address these risks.

Our model incorporates findings from the policing sector, along with research and analytics, to establish a risk-focused approach for identifying, assessing, and mitigating potential policing issues before they become critical public safety concerns. Our approach to compliance oversight also helps enhance policing accountability by implementing a clear and consistent approach for monitoring, proactively inspecting, and addressing compliance issues, and publicly reporting on our work and results.

## Objective 3:

# We will propel greater insights and foresights to address risks

### We are committed to:

Fostering a **culture of compliance, risk-identification, and insight-based actions** among the police entities the IG oversees while modelling these values in our oversight approach.

Developing a **comprehensive understanding of trends, challenges, and opportunities** in the policing sector to help advance overall public safety in Ontario.

Operating on our **‘right touch’ philosophy**: using the right tools, at the right time and for the right amount of time, to address compliance issues effectively and proportionate to the level of risk present.

### We will deliver on these commitments by:

- Conducting fair, timely and evidence-based compliance inspections that result in actionable outcomes to improve police performance and governance in Ontario and publishing our findings on our website.
- Using high-quality data and research to power analytics that enables proactive monitoring and reporting on policing performance trends, and that identifies priority areas for compliance-related activities to drive evidence-based actions.
- Engaging with the policing sector and special constable employers to identify opportunities for cross-collaboration with other sectors whose work impacts public safety.
- Using our risk-based compliance and enforcement model to guide the IG in applying their duties, exercising their authorities to impose directions and measures, and making other decisions available to them under Ontario’s policing laws (e.g., declaring a policing ‘emergency’).
- Considering the presence of risks and local factors in our monitoring, liaison, and assessment activities, all aimed at ensuring adequate and effective policing is delivered to communities across Ontario.



## Contact Us



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*Improving policing performance  
to make everyone in Ontario safer*

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