



AGENDA
Deep River Police Service Board
October 21st, 2025 – 4:30pm
Town Hall



1 Call To Order

2 Adoption of Agenda

Resolution 1 MOVED BY:
 SECONDED BY:

BE IT RESOLVED THAT the agenda for the meeting of October 21, 2025 be approved as presented / amended.

3 Declarations of Pecuniary Interest

4 Minutes of Previous Meetings

4.1 Minutes from the Regular meeting of July 22, 2025

Resolution 2 MOVED BY:
 SECONDED BY:

BE IT RESOLVED THAT the minutes from the Regular Meeting of July 22, 2025 be approved as presented / amended.

4.2 Minutes from the Special meeting of September 18, 2025

Resolution 3 MOVED BY:
 SECONDED BY:

BE IT RESOLVED THAT the minutes from the Regular Meeting of September 18, 2025 be approved as presented / amended.

4.3 Minutes from the Special meeting of September 29, 2025

Resolution 4 MOVED BY:
 SECONDED BY:

BE IT RESOLVED THAT the minutes from the Special Meeting of September 29, 2025 be approved as presented / amended.

5 Correspondence

5.1 Correspondence received since the last meeting

Resolution 5

MOVED BY:

SECONDED BY:

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

Date	Received From	Organization	Subject Line	Brief description
14 Oct	Inspectorate of Policing - Analytics	Inspectorate of Policing	2025 Police Service Boards Information Form	Link to survey and associated guide
10 Oct	Karina Garcia	Inspectorate of Policing	Executed 2024-25 RIDE Grant TPA (Deep River)	Signed agreement for 2024-2025 RIDE grant
5 Oct	K Meyers	Resident	Public Safety	Description of pedestrian safety issues related to intersections of footpaths and roads
30 Sep	OAPSB Training and Communications Team	OAPSB	Your OAPSB Quarterly Newsletter is Here - Fresh Insights, Tools, and Events for Your Board	Outline of training opportunities
30 Sep	Diane Smithson	OAPSB Zone 2	Minutes of OAPSB Zone 2 Meeting - September 19, 2025	Meeting minutes and presentation materials
25 Sep	Karina Pronska	Inspectorate of Policing	Inspector General Memo #7: Release of the Inspectorate of Policing's Risk Based Compliance and Enforcement Framework	Description of IoP's framework for assessing compliance; advisory bulletin on PSB meetings.
24 Sep	OAPSB	OAPSB	OAPSB Labour Conference	Conference open for registrations. Nov 25/26, Toronto
17 Sep	Hon. M Kerzner	Solicitor General	Letter and Enclosure from the Honourable Michael S. Kerzner, Solicitor General	Appointment of T Russell to the Deep River PSB for an additional two years

6 Business

6.1 2025 Q3 report

6.2 Report from the Station

6.3 Budget Planning for 2026

6.4 Implementation of Community Safety and Policing Act requirements

6.4.1 Police Service Board structure and membership – update

6.4.2 Police Service Board Policies – review and approval

Resolution 6 MOVED BY:

SECONDED BY:

BE IT RESOLVED THAT the Board approves the Deep River Police Service Boards listed below as presented / amended.

Policy Number	Policy Title
AI-001	Strategic Plan
AI-002	Skills Development and Learning
AI-003	Equal Opportunity, Discrimination, Workplace Harassment
AI-004	Communicable Diseases
AI-005	Use of Auxiliaries
AI-006	Use of Volunteers
AI-007	Management of Police Records
AI-008	Marked General Patrol Vehicles
AI-009	Safe Storage of Police Firearms
AI-010	Police Uniforms
AI-011	Reporting and Information Sharing
AI-012	Use of Force
AI-013	Speed Detection Devices
AI-014	Secure Holster
AI-015	Equipment-Body Armour
AI-016	Workplace Violence Prevention
AI-017	Acoustic Hailing Devices
CP-001	Problem Oriented Policing
CP-001	Community Safety and Well-Being.
CP-002	Crime Prevention
CT-001	Terrorism Mitigation
CT-002	Terrorism Preparedness Planning
CT-003	Terrorism Response and Notifications
CT-004	Terrorism Recovery

Policy Number	Policy Title
ER-001	Preliminary Perimeter Control and Containment
ER-002	Tactical Units
ER-003	Hostage Rescue
ER-004	Major Incident Command
ER-005	Crisis Negotiation
ER-006	Bomb Threats and Explosives Disposal Units
ER-007	Ground Search for Lost Persons or Missing Persons
ER-008	Emergency Plan
ER-009	Underwater Search and Recovery Units
ER-010	Canine Units
GP-001	Adequate and Effective Policing
GP-002	Code of Conduct for Board Members
GP-003	Relationships in the Workplace - Conflict of Interest
GP-004	Disclosure of Personal Information
GP-005	Policy Development
GP-005	Policy Development
GP-006	Quality Assurance
GP-007	Accessibility Standards for Customer Service
GP-008	Accommodations
GP-009	Unsatisfactory Work Performance
GP-010	Secondary Activities
GP-011	Active Attacker Incidents
GP-012	Extreme Incident Response Plan
GP-012	Extreme Incident Response Plan
GP-013	Naloxone Administration
GP-014	Complaints of Misconduct
GP-015	Disclosure of Misconduct
GP-016	Special Constables
GP-017	Collection of Identifying Information in Certain Circumstances - Street Checks
GP-018	Shared Services Agreements
GP-019	Indemnification of Police Members for Legal Costs
GP-020	Legal Indemnification of Board Members and the Board
GP-021	Critical Point Reporting
LE-001	Community Patrol
LE-002	Communications and Dispatch
LE-003	Crime, Call and Public Disorder Analysis
LE-004	Criminal Intelligence
LE-005	Arrest
LE-006	Criminal Investigation Management & Procedures

Policy Number	Policy Title
LE-007	Hate Bias Motivated Crime
LE-008	Hate Propaganda
LE-009	Joint Forces Operations
LE-010	Internal Task Force
LE-011	Search of Premises
LE-012	Search of Persons
LE-013	Police Response to Persons who are Emotionally Disturbed or have a Mental Illness or a Developmental Disability
LE-014	Court Security
LE-015	Paid Informants and Agents
LE-016	Detainee Care and Control
LE-017	Traffic Management, Enforcement and Road Safety
LE-018	Witness Protection
LE-019	Stolen or Smuggled Firearms
LE-020	Collection, Preservation and Control of Evidence and Property
LE-021	Elder and Vulnerable Adult Abuse
LE-022	Officer Note Taking
LE-023	Bail and Violent Crime
LE-024	Intimate Partner Violence Incidents
LE-025	Supervision
LE-026	Missing Persons
LE-027	Child Abuse and Neglect
LE-028	Criminal Harassment
LE-029	Preventing or Responding to Occurrences Involving Firearms
LE-030	Property Offences (including break & enter)
LE-031	Drug Investigation
LE-032	Illegal Gaming
LE-033	Detainee Transportation
LE-034	Sexual Assault Investigation
LE-035	Waterways Policing (Safety)
LE-036	Child Pornography – Internet Child Exploitation
LE-037	Sudden Death and Found Human Remains
LE-038	Fraud and False Pretence Investigation
LE-039	Homicide
LE-040	Parental and Non-Parental Abductions
LE-041	Proceeds of Crime
LE-042	Robbery
LE-043	Vehicle Theft
LE-044	Youth Crime

Policy Number	Policy Title
LE-045	Vehicle Pursuits
LE-046	Ontario Sex Offender Registry
LE-047	Police Response to High-Risk Individuals
PO-001	Public Order Units
PO-002	Police Action at Labour Disputes
PO-003	Policing Indigenous Occupations & Protest
VA-001	Victim's Assistance

7 Adjournment

Resolution 7

MOVED BY:

SECONDED BY:

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



MINUTES
Deep River Police Service Board
July 22, 2025 – 5:00 pm
Town Hall



Attendance

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

1 Call to Order

Chair Russell called the meeting to order at 5:04pm.

2 Confirmation of Agenda

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

BE IT RESOLVED THAT the agenda for the meeting of July 22, 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 Minutes of Previous Meetings

4.1 Minutes from the Regular meeting of April 24, 2025

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

BE IT RESOLVED THAT the minutes from the Regular Meeting of April 24, 2025 be approved as presented.

CARRIED

5.1 Correspondence received since the last meeting

MOVED BY: Kelly Lapping
SECONDED BY: Suzanne D'Eon

CARRIED

6.1 2025 Q2 Report

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

CARRIED

- The Province has recently issued an amendment to the uniform requirements for Special Constables. The Chief is working through the amendments and will make the necessary policy adjustments.
- The RIDE funding program has moved to a four-year cycle.
- Opioid-related fatalities and injuries across the County have decreased in the last year.
- The latest round of recruitment for an experienced officer did not produce any suitable candidates. The Chief will continue with recruitment efforts.

6.4 Police Service Board structure and membership

MOVED BY: Tracy Russell
SECONDED BY: Kelly Russell

Page 2

member from the Council, and requesting the Lieutenant Governor of Ontario to appoint an additional provincial appointee to the Board.

CARRIED

6.5 Municipal Police Service Board Diversity Plan

The Board reviewed the example Diversity Plans and directed the Chair to include the proposed draft in her letter to Council.

6.6 Implementation of Community Safety and Policing Act requirements

The Board reviewed several of the draft Board policies. The Board agreed to call a series of Special Meetings to review, discuss and amend the policies in more detail.

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

6.7 Hiring process for new Police Chief

The Board discussed the process for hiring a new Police Chief.

6.8 Annual Police Gala

The Board noted the date for the 2025 annual Police Gala (Monday, September 22).

7 Adjournment

Resolution 6

MOVED BY: Tracy Russell

SECONDED BY: Kelly Lapping

BE IT RESOLVED THAT THE Deep River Police Service Board hereby adjourns this Regular meeting at 7:20pm

Tracy Russell, Chair

Christian Kaiser, Secretary

Tracy Russell, Chair

Christian Kaiser, Secretary

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;

CARRIED

4.1 IDENTIFIABLE INDIVIDUALS / LABOUR RELATIONS: Officer recruitment and succession planning

The Board entered the In Camera meeting at 6:18pm.

The Board exited from the In Camera meeting temporarily at 6:46pm.

There was no business arising from the In Camera meeting.

5 Business

5.1 Implementation of Community Safety and Policing Act requirements – Policy review

The Board reviewed and discussed several draft Board policies. Several amendments were noted. The board agreed to finalise their edits and present the policies for approval at the next Regular meeting of the Board.

<DD left the meeting at 7:42pm>

4 IN CAMERA Meeting

Resolution 3

MOVED BY: Tracy Russell

SECONDED BY: Suzanne D'Eon

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;

CARRIED

4.1 IDENTIFIABLE INDIVIDUALS / LABOUR RELATIONS: Officer recruitment and succession planning

The Board re-entered the In Camera meeting at 7:42pm.

The Board adjourned the In Camera meeting at 7:56pm.

There was no business arising from the In Camera meeting.

6 Adjournment

Resolution 4

MOVED BY: Tracy Russell

SECONDED BY: Kelly Lapping

BE IT RESOLVED THAT THE Deep River Police Service Board hereby adjourns this Special meeting at 7:58pm

Tracy Russell, Chair

Christian Kaiser, Secretary

Police Service Boards Information (PSBI) Form User Guide

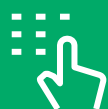


1. Access Form

To access the PSBI form, please click on the personalized link included in the email sent on October 14, 2025.

Review the full list of questions in [Appendix A](#) before you begin entering information.

2. Review Questions



3. Enter Data

Please ensure only one person enters information in the form at a time. Multiple staff members entering data concurrently should be avoided as this may result in errors or data loss.

Review responses and make sure all sections are completed before submitting the form.

4. Review Responses



5. Submit Form

Submit form by **5PM (EST)**
on December 31, 2025.



Confirmation email and a PDF copy of your responses will be sent to the service contact and contacts identified in survey.

6. Receive Confirmation



Tips & Best Practices

A quick guide to help you navigate the form smoothly



One Person at Any Given Time

- Only one person should use the form link at any given time.
- Best practice: Review the questions before entering information into the form.



Use Navigation Buttons

- Use the **'NEXT'** and **'BACK'** buttons within the form instead of your browser's **'BACK'** button.



Responses Automatically Saved

- Responses will save automatically, even if you close the browser.



Use 'N/A' when Not Applicable

- If a field **does not apply**, enter **'N/A'** to avoid a validation error.



Tooltips for Definitions

- Hover your mouse over underlined terms to see definitions.



Pre-populated Fields

- Some fields include responses from 2024, where applicable.
- Fields that are greyed out can be revised and updated as needed.

If you have any questions or require assistance, please contact us at:
loPAnalytics@ontario.ca.



Table of Contents

- Navigate between sections of the form using the table of contents (TOC) button on the upper left-hand side of the screen.
- Beside each section, the percentage complete will appear, and if a section is complete a check mark will appear.



Mandatory Questions Have an Asterisk

- Questions that are mandatory have an **asterisk (*)** before them.

Frequently Asked Questions

1. How do I access the data collection form?

The link to the PSBI form is embedded in the body of the email that your police service board contact received on **Tuesday, October 14, 2025**. Completing the form via that link will securely submit your board's responses directly to the IoP.

2. What do I need to participate in the IoP's data collection?

To participate in the IoP's data collection, you will need access to an **internet-enabled computer**. Data will be collected via an online form using a tool called Qualtrics. While you can also use an internet-enabled mobile device (such as a smartphone or tablet), a computer is recommended for the best experience and ease of use.

3. Can I fill out the form using any internet browser?

Yes, the form is compatible with most internet browsers. For the best experience and to ensure all features work correctly, we recommend using **Google Chrome** or **Microsoft Edge**.

Please note:

- The form link allows you to enter and exit multiple times, but it may become inactive or expire if left open too long.
- To avoid issues, close your browser completely after each session.
- Avoid opening the form in multiple tabs or browsers at the same time, as this may result in duplicate submissions.

4. What should I do if I am experiencing technical issues with the survey?

If you are experiencing technical issues with the survey, you can try one of the following:

- Clear your browser's cookies and cache.
- Open a private browsing window:

- **Chrome:** Click the three dots in the top-right corner and select *New Incognito Window*.
- **Edge:** Click the three dots in the top-right corner and select *New InPrivate Window*.
- **Firefox/Safari:** Click the menu icon and select *New Private Window*.
- These steps often resolve common issues. If problems persist, consider switching to a different browser or device.
- Shortcut: Press Control + Shift + N (Windows) or Command + Shift + N (Mac).

5. Whom do I contact if I have additional questions, recommendations, or technical issues?

If you have additional questions or technical issues or feedback, please email the IoP team at: IoPAnalytics@ontario.ca.

6. What is the deadline for the 2025 PSBI data submission?

The deadline for submission is **December 31, 2025** at 5 PM (EST).

7. How long will the form take to complete?

Once you have gathered all the information the data entry will take up to 1 hour.

8. What data will be collected?

The PSBI form collects information on a number of topics. Please refer to the following Appendices for further information:

- [Appendix A](#) contains a full list of questions for the PSBI, based on the following topics:
 - a) contact information;
 - b) board member composition;
 - c) board initiatives;
 - d) existence and review of policies/procedures/plans;
 - e) board operations;
 - f) research;
 - g) equity, diversity, and inclusion;
 - h) board budget and resourcing;
 - i) user feedback.

- [Appendix B](#) includes the list of policies/procedures/plans from the CSPA and its regulations
- [Appendix C](#) includes the list of policies/procedures/plans related to strategic plans from the CSPA

9. Can I print the questions before filling out the form?

The option to print the electronic form is not available. However, [Appendix A](#), [Appendix B](#) and [Appendix C](#) are attached.

10. Why don't I see all of the questions listed in Appendix A?

The online form uses conditional logic, meaning that questions will appear based on your previous responses. As a result, you may not see every question listed in Appendix A, and the numbering may not be consecutive (e.g., question 1.1 may skip to 1.3). This is intentional and ensures that only relevant questions are shown for your police service board.

11. Can I save my progress when filling out the form?

Yes, once you start to fill in the form, your responses will be saved automatically in Qualtrics. If you need to leave the form before finishing, you can return to exactly where you stopped. However, we encourage all participants to gather information before starting to complete the form and to submit your form within the specified timeframe.

12. Can I forward the link to a colleague?

We understand that the information required will be from various sources and it requires collaboration amongst different teams. We have provided the full listing of questions in [Appendix A](#) to help you review information before entering it in the form.

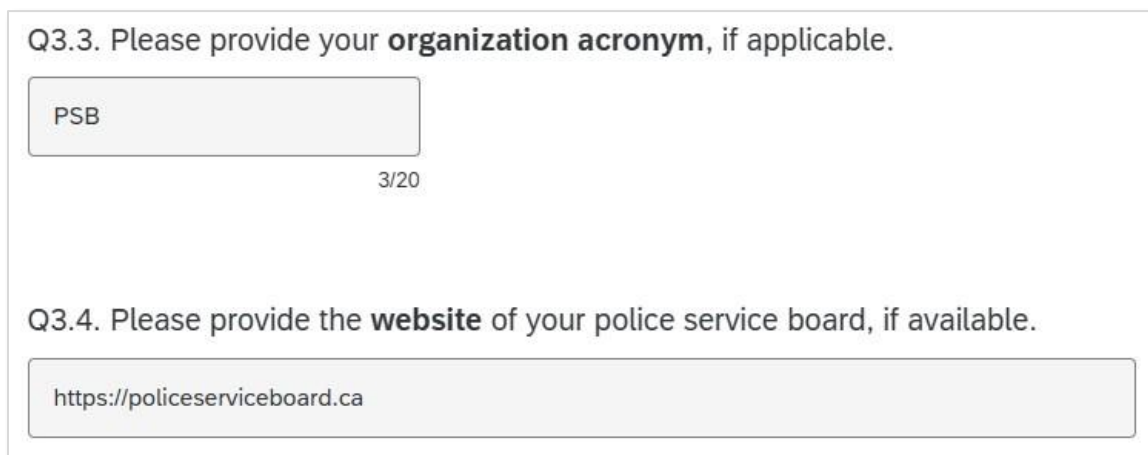
To ensure data integrity, please make sure that only **one staff member** is entering information via the link at any given time. Multiple users accessing the form simultaneously may result in errors or data loss.

13. Can the form be completed in multiple sessions?

Yes, the form can be completed in multiple sessions and progress is saved automatically. We recommend closing the browser after each session.

14. What do pre-populated fields look like?

Pre-populated fields with responses from 2024 have been provided, where applicable, to make the process easier. Pre-populated fields that are greyed out can be revised and updated as needed by clicking in the field and editing the response. Below are some examples of what pre-populated fields look like:



Q3.3. Please provide your **organization acronym**, if applicable.

PSB

3/20

Q3.4. Please provide the **website** of your police service board, if available.

<https://policeserviceboard.ca>

*Q4.4. Please specify your **board's size** by the **number of member positions**, filled and vacant, as of September 1, 2025.
[Citation: [CSPA s.34\(3\)](#)]

☐ 5
 ☒ 7
 ☐ 9

*Q4.5. Please specify the composition of your police service board by entering the **number of board member positions**, including the Board Chair, **filled** and **vacant**, in the following selections as of September 1, 2025.

	Positions filled	Positions vacant	Total
<u>Board Chair</u>	1	0	1
<u>Municipal Council</u> <u>Appointee(s)</u>	2	0	2
<u>Municipal Council</u> <u>Community Appointee(s)</u>	1	0	1
<u>Provincial Appointee(s)</u>	3	0	3

15. How do I submit the form?

After completing the **user feedback section**, it is recommended to pause here and **review your responses before submitting the form**. If you would like to make changes, click “Back” or navigate to a desired section in the table of contents. The check marks before each section in the table of contents indicate completion. To submit the form, please scroll to the bottom of the screen and click “Next”.

Before submitting your response, please **review your response** by clicking "Back" or navigating to each section in the Table of Contents below.

Please note that you will not be able to modify your response after the submission. When you are **ready to submit**, please click "Next".

Table of Contents

- ✓ [Organization and contact information](#)
- ✓ [Police service board members and board staff](#)
- ✓ [Impactful initiatives](#)
- ✓ [Board policy, plan, procedures](#)
- ✓ [Board operations](#)
- ✓ [Research](#)
- ✓ [Equity, Diversity, and Inclusion](#)
- ✓ [Board budget and cost](#)
- ✓ [User feedback](#)

< Back

Next >

16. What happens after I submit the form?

After the information has been successfully submitted, this message will appear:



Your response to the 2025 Police Service Boards Information Form has been successfully submitted and recorded!

A confirmation email, including a copy of your responses, has been sent to the individual who received this unique survey link, as well as to the primary and secondary contacts you identified in the survey. If you do not receive the confirmation email, please contact us at IoPAnalytics@ontario.ca.

Thank you for taking the time to complete the survey. Your participation and support are greatly appreciated.

17. How do I know that you received my submission?

After submitting the online form, a **confirmation email** from **IoP Analytics** <IoPAnalytics@qemailserver.com> will be sent to the individual who received the unique survey link, as well as to the primary and secondary contacts identified in the survey, indicating that the submission has been received. This confirmation email will also include a **PDF copy** of the responses submitted. If you do not receive the confirmation email or have any questions or feedback related to the information that you provided, please contact us at: IoPAnalytics@ontario.ca.

18. Can I change my answers after submitting the form?

No, you cannot edit your responses after submission without our assistance. If you need to make any changes to your responses, please reach out to us at IoPAnalytics@ontario.ca.

19. What changes have been implemented in the 2025 PSBI?

Based on sector feedback, the IoP has implemented several key changes to the 2025 data collection process:

- **Consolidation of submission links:** In the 2024 data collection, police service boards received separate links for the PSBI form and the Policing Insight Statement (PIS). For 2025, these have been

combined into a single, streamlined submission link based on sector feedback.

- **Enhanced user experience:** To simplify the process, we have pre-populated applicable fields using data from your 2024 PSBI submission. Additionally, several open-text questions have been converted to multiple-choice format to reduce completion time.

20. What will we do next?

Following the data collection process, the IoP will analyze the information provided. Findings will be shared back with the sector through a variety of formats – such as reports, dashboards and graphic summaries.

Appendix A: Questions in Qualtrics

Organization Confirmation

Q1.1. Is \${Pre-populated value: Organization_Name} the name of your board?

- ☐ Yes
☐ No

Introduction

Q2.1.

Welcome to the 2025 Police Service Boards Information Form!

Thank you for your ongoing support and participation in the Inspectorate of Policing (IoP)'s annual data collection!

The IoP is an arm's length division of the Ministry of the Solicitor General and is collecting information from police services and police service boards across Ontario to build an analytical foundation for the Inspector General's legislated duties set out in [section 102\(4\) of the *Community Safety and Policing Act, 2019 \(CSPA\)*](#) including, but not limited to, the duty to develop, maintain and manage records and conduct research and analyses regarding compliance with the CSPA and associated regulations.

Q2.2.

Responses from 2024, where feasible, have been pre-populated this year to expedite review and survey completion. If the information has changed, simply click on the field to update it.

Please utilize the table of contents to navigate between form sections and consult the User Guide for detailed instructions on how to complete the form.

Please record the time spent gathering the information and the number of units and/or personnel involved in completing the form. The IoP will use this information to further improve our future data collection processes.

The information provided is subject to the confidentiality provisions outlined in [section 119 of the CSPA](#).

If you have additional questions regarding the collection of information and/or have accessibility needs, please email the IoP team at: IoPAnalytics@ontario.ca.

Please complete this form by **5 p.m. (EST) on December 31, 2025**.

To begin, click **Next**

Organization and contact information

Q3.1.

In the first section, we will be asking you to provide **contact details** for your organization.

Q3.2. Please select your **organization name**.

- | | | | |
|---|--|--|--|
| ☐ Aylmer Police Service Board | ☐ Greater Sudbury Police Service Board | ☐ Ottawa Police Service Board | ☐ Stratford Police Service Board |
| ☐ Barrie Police Service Board | ☐ Guelph Police Service Board | ☐ Owen Sound Police Service Board | ☐ Strathroy–Caradoc Police Service Board |
| ☐ Belleville Police Service Board | ☐ Halton Regional Police Service Board | ☐ Peel Regional Police Service Board | ☐ Thunder Bay Police Service Board |
| ☐ Brantford Police Service Board | ☐ Hamilton Police Service Board | ☐ Peterborough Police Service Board | ☐ Timmins Police Service Board |
| ☐ Brockville Police Service Board | ☐ Hanover Police Service Board | ☐ Port Hope Police Service Board | ☐ Toronto Police Service Board |

- | | | | |
|--|---|---|--|
| ☐ Chatham–Kent Police Service Board | ☐ Kawartha Lakes Police Service Board | ☐ Sarnia Police Service Board | ☐ Waterloo Regional Police Service Board |
| ☐ Cobourg Police Service Board | ☐ Kingston Police Service Board | ☐ Saugeen Shore Police Service Board | ☐ West Grey Police Service Board |
| ☐ Cornwall Police Service Board | ☐ LaSalle Police Service Board | ☐ Sault Ste. Marie Police Service Board | ☐ Windsor Police Service Board |
| ☐ Deep River Police Service Board | ☐ London Police Service Board | ☐ Smiths Falls Police Service Board | ☐ Woodstock Police Service Board |
| ☐ Durham Regional Police Service Board | ☐ Niagara Regional Police Service Board | ☐ South Simcoe Police Service Board | ☐ York Regional Police Service Board |
| ☐ Gananoque Police Service Board | ☐ North Bay Police Service Board | ☐ St. Thomas Police Service Board | |

Q3.3. Please provide your **organization acronym**, if applicable.

\$(Pre-populated value: Organization%)

Q3.4. Please provide the **website** of your police service board, if available.

\$(Pre-populated value: Website)

Q3.5. **Annual Report**

Q3.6. Please upload the latest **annual report** file.

Note.

- Please refer to [CSPA: O. Reg. 399/23 – s. 12\(1\)](#).

- Convert the document to **PDF** format. Please compress the document if it exceeds 50MB.

Q3.7. Please indicate the **year** (YYYY) covered by your most recent annual report.

Q3.8. **Strategic Plan**

Q3.9. Please indicate when the **latest** strategic plan was last **reviewed**.

Select a date

Q3.10. Please **upload** the **latest** strategic plan, if available.

Note.

- Convert the document to **PDF** format. Please compress the document if it exceeds 50MB.

Q3.11. **Contact information for survey respondents**

Q3.12. Please complete the following information for the **primary point of contact** for the survey.

First name

Last name

Email address

Telephone, including area code (e.g., 123-123-1234)

Extension number, if applicable

Position title

Salutation

Q3.13. Please complete the following information for the **alternate point of contact** for the survey.

First name

Last name

Email address

Telephone, including area code (e.g., 123-123-1234)	
Extension number, if applicable	N/A
Position title	
Salutation	

Q3.14. **Mailing address**

Q3.15. Please complete the following information for your police service board's **mailing address**.

Street number	{Pre-populated value: hq-Street%20Number}
Street name	{Pre-populated value: hq-Street%20Name}
Unit number, if applicable	{Pre-populated value: hq-Unit%20Number}
Town/City	{Pre-populated value: hq-Town%2F%20City}
Province (e.g. ON)	{Pre-populated value: hq-Province}
Postal code (e.g. A1A 1A1)	{Pre-populated value: hq-Postal%20Code}

Q3.16. Does your police service board have a **preferred mailing address** that is different from the mailing address above?

- ☐ Yes
- ☐ No

Q3.17. Please complete the following information for your police service board's **preferred mailing address**.

Street number

Street name

Unit number, if applicable

Town/City

Province (e.g. ON)

Postal code (e.g. A1A 1A1)

Q3.18. Please complete the following information for your police service board's primary **meeting/physical address**.

Street number

Street name

Unit number, if applicable

Town/City

Province (e.g. ON)

Postal code (e.g. A1A 1A1)

Police service board members and board staff

Q4.1.

In this section, we will be asking about some of **the characteristics** and the **composition of your board**.

Q4.2. Please specify the **type** of your police service board.

Note.

- **First Nation board:** Section 32 defines that a First Nation board may be constituted by the Minister in response to a request from a band council of a First Nation to ensure that adequate and effective policing is provided in a First Nation reserve or any other specified area.
- **First Nation O.P.P. board:** Section 77 defines that a First Nation O.P.P. board may be constituted by the Minister in response to a request from a band council of a First Nation to oversee the policing provided by the Commissioner pursuant to an agreement that has already been made or that the band council intends to make with the Minister for the provision of policing and other specified services by the Commissioner in the First Nation reserve or other specified area.
- **Municipal board:** According to sections 22, 23, 24, or 25, ‘municipal board’ refers to:
 - A board constituted with the Minister’s approval to have policing responsibility for the municipality.

- A board constituted after multiple municipalities that have municipal boards enter into a written agreement to amalgamate their police services and jointly constitute a new municipal board.
- A board constituted after multiple municipalities enter into a written agreement to jointly constitute a municipal board.
- A board constituted after one municipality enters into a written agreement with another municipality to have that municipality's municipal board assume policing responsibility for the municipality.
- ◆ **O.P.P. detachment board:** Section 67 defines an O.P.P. detachment board as a board constituted in accordance with the regulations made by the Minister for each detachment of the Ontario Provincial Police that provides policing in a municipality or in a First Nation reserve.

- ☐ First Nation board
- ☐ First Nations O.P.P board
- ☐ Municipal board
- ☐ O.P.P. detachment board

Q4.3. Please specify the **Ontario Association of Police Service Boards** (OAPSB) **Zone** your police service board belongs to.

- | | | | |
|-------------------------------|------------------------------|------------------------------|------------------------------|
| ☐ Zone 1 | ☐ Zone 2 | ☐ Zone 4 | ☐ Zone 6 |
| ☐ Zone 1A | ☐ Zone 3 | ☐ Zone 5 | |

Q4.4. Please specify your **board's size** by the **number of member positions**, filled and vacant, as of September 1, 2025.

[Citation: [CSPA s.34\(3\)](#)]

⑤

⑦

⑨

Q4.5. Please specify the composition of your police service board by entering the **number of board member positions**, including the Board Chair, **filled** and **vacant**, in the following selections as of September 1, 2025.

Note.

Please enter ‘0’ if there is no value to report. Blank fields will not be accepted.

	Positions filled	Positions vacant	Total#
<u>Board Chair</u>	0	0	0
<u>Municipal Council Appointee(s) _</u>	\${Pre}	\${Pre}	0
<u>Municipal Council Community Appointee(s) _</u>	\${Pre}	\${Pre}	0
<u>Provincial Appointee(s)_</u>	\${Pre}	\${Pre}	0

Q4.6. For the **Board Chair**, please provide the following information.

	Appointment type	Appointment date (yyyy/mm)
<u>Board Chair</u>		

Q4.7. Please provide the following information for the **lead** responsible for your police service board’s office operations.

Note.

- Please provide an official email address/phone number issued by the police service board. If one is not available, please enter an email address/phone number that is not associated with municipal council.
- The contact information provided will be used solely for internal purposes by the Inspectorate of Policing.

- Please email us at loPNotifications@Ontario.ca to notify the IoP of changes to the contact information between annual surveys.

Name

Position held

Email address

Phone number

(e.g., 123- 123-1234)

Q4.8. Please indicate if the board **employed** and/or **contracted** any staff member(s) as of September 1, 2025.

☐ Yes

☐ No

Q4.9. Please specify the **number of individuals** (i.e., headcount) employed or contracted by the following entities who support the board, as of September 1, 2025.

Note.

- Please enter '0' if there is no value to report.
- Please enter the actual number (headcount) of personnel.

	Permanent full-time employee	Permanent part-time employee	Non-permanent paid
Employed by the police service	0	0	0
Employed by the police service board	0	0	0

	Permanent full-time employee	Permanent part-time employee	Non-permanent paid
Employed by the municipal government	0	0	0
Employed by other employer(s)	0	0	0
Total#	0	0	0

Impactful initiatives

Q5.1. Last year, we asked you to identify the most impactful initiatives your board implemented between 2022 and 2024. In this section, we will be asking about your board's **impactful initiatives**.

Q5.2. Since January 1, 2024, have any **new initiatives** been introduced?

- ☐ Yes, new initiatives have been introduced since January 1, 2024
- ☐ No, new initiatives have NOT been introduced since January 1, 2024

Q5.3. How have these initiatives **positively impacted board delivery**?

Limit the response to **two initiatives** with a maximum of 500 words. Include **what prompted** the initiative and the **benefit(s)** realized or anticipated. Please provide concrete details, numbers and other data, where possible.

Initiative #1

Initiative #2

Board policy, plan, procedures

Q6.1.

In this section, we will be asking for some information about your **board's policies, plans, and procedures.**

Q6.2. How does your police service board currently REVIEW policies to determine if they require updating? Select all that apply. (Please see [CSPA 38\(1\)](#)).

- | | |
|---|--|
| ☐ Having meetings for regular policy reviews (e.g., annual or biannual) | ☐ Documenting and tracking policy changes and decisions |
| ☐ Using framework or tool to evaluate policy effectiveness | ☐ Other (please specify):
<input type="text"/> |
| ☐ Having stakeholder involvement (e.g., staff, community, or expert input) in the review process | ☐ None of the above/Not applicable |
| ☐ Having external consultant (e.g., third party) involvement | |

Q6.3. Please provide additional details for how your board reviews policies.

» Having meetings for regular policy reviews (e.g., annual or biannual)

» Using framework or tool to evaluate policy effectiveness

» Having stakeholder involvement (e.g., staff, community, or expert input) in the review process

» Having external consultant (e.g., third

party) involvement

» Documenting and tracking policy changes and decisions

» Other (please specify):

Q6.4. How does your police service board currently EVALUATE the implementation of (a) policies and their effectiveness, and (b) directions to the chief of police? (Please see [CSPA 38 and 40](#)). Select all that apply.

Policies

Directions to the chief of police

Community or stakeholder consultations

☐☐

Analysis of key performance indicators (KPIs)

☐☐

External evaluations or third-party consultations

☐☐

Follow-up or assessment from board staff or board members

☐☐

Report back and information sharing from the chief of police

☐☐

Other (please specify):

☐☐

No system in place to evaluate implementation

☐☐

Q6.5. Please provide additional details regarding how your board evaluates the effectiveness of (a) policies and (b) directions to the chief of police, as applicable.

» Community or stakeholder consultations

» Analysis of key performance indicators (KPIs)

» External evaluations or third-party consultations

» Follow-up or assessment from board staff or board members

» Report back and information sharing from the chief of police

» Other (please specify):

Q6.6. We will be asking about your board's **policies, procedures** and **plans**.

Note.

- A complete list of policies/procedures/plans referenced in this section can be found in [Appendix B](#) in the User Guide.
- Please enter the date format as **YYYY/MM/DD**.
- Please use the comment box to provide any additional information you may have about your answer.

Q6.7. Please indicate whether your board has established a **policy/ procedure/ plan** regarding the following matters.

Q6.8. **CSPA**

	Policy approved?			If "Yes"	If "No-other"
	Yes	No – other (specify in comments)	N/A	Approval Date (yyyy/mm/dd)	Comment Box Please enter any additional details here
Preparing and adopting a diversity plan to ensure that the members of the police service reflect the diversity of the area for which the board has policing responsibility. [CSPA – s. 37(1)(e)]	☐	☐	☐	{Pre-populate	
The administration of the police service. [CSPA – s. 38(1)(a)]	☐	☐	☐	{Pre-populate	
The provision of adequate and effective policing in accordance with the needs of the population of the area for which it has policing responsibility. [CSPA – s. 38(1)(b)]	☐	☐	☐	{Pre-populate	
The disclosure by the chief of police of personal information about individuals. [CSPA – s. 38(1)(c)]	☐	☐	☐	{Pre-populate	
The disclosure of secondary activities of a member of a police service under section 89 and decisions under that section. [CSPA – s. 38(1)(d)]	☐	☐	☐	{Pre-populate	
The handling of discipline within the police service. [CSPA – s. 38(1)(e)]	☐	☐	☐	{Pre-populate	
	Yes	No – other (specify in comments)	N/A	Approval Date (yyyy/mm/dd)	Please enter any additional details here
The indemnification of members of the police service for legal costs, subject to subsection (4) in the legislation. [CSPA – s. 38(1)(f)]	☐	☐	☐	{Pre-populate	
Filing an annual report with its municipality or band council regarding the implementation of the board's strategic plan and the achievement of the performance objectives identified in the strategic plan, on or before June 30 in each year. [CSPA – s. 41(1)(a)]	☐	☐	☐	{Pre-populate	
Filing an annual report with its municipality or band council regarding the affairs of the police service, on or before June 30 in each year. [CSPA – s. 41(1)(b)]	☐	☐	☐	{Pre-populate	
Filing an annual report with its municipality or band council regarding the provision of policing as it relates to any community safety and well-being plans adopted by the municipalities or First Nations that are in the board's area of policing responsibility, on or before June 30 in each year. [CSPA – s. 41(1)(c)]	☐	☐	☐		

	Policy approved?			If "Yes"	If "No-other" Comment Box
	Yes	No – other (specify in comments)	N/A	Approval Date (yyyy/mm/dd)	Please enter any additional details here
Performing the board's duties under the Act and the regulations. [CSPA – s. 46(1)]	☐	☐	☐	\${Pre-populate c	
The disclosure of misconduct that is alleged to have been engaged in by the chief of police or deputy chief of police of the police service. [CSPA – s. 183(2)]	☐	☐	☐	\${Pre-populate c	

Q6.9. Please indicate whether your board has established a **policy/ procedure/ plan** regarding the following matters.

Q6.10. **O. Reg. 392/23** – ss. 23–24(1)1

	Policy approved?			If "Yes"	If "No-other" Comment Box
	Yes	No – other (specify in comments)	N/A	Approval Date (yyyy/mm/dd)	Please enter any additional details here
Quality assurance plan relating the provision of adequate and effective policing, and compliance with the CSPA and its regulations. [O. Reg. 392/23 – s. 23]	☐	☐	☐		
Publication of crime analysis, call analysis and public disorder analysis data, and of information on crime trends. [O. Reg. 392/23 – s. 24(1)1.]	☐	☐	☐	\${Pre-populate c	

Q6.11. Please indicate whether your board has established a **policy/ procedure/ plan** regarding the following matters.

Q6.12. O. Reg. 392/23 – s. 24(1)2

	Policy approved?			If "Yes"	If "No-other"
	Yes	No – other (specify in comments)	N/A	Approval Date (yyyy/mm/dd)	Comment Box Please enter any additional details here
Crime prevention initiatives. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	{Pre-populate	
Community patrol that addresses when and where directed patrol is considered necessary or appropriate, based on the policing needs of the community. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	{Pre-populate	
Traffic direction and enforcement, including traffic patrol. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	{Pre-populate	
When more than one police officer must respond to an occurrence or call for service. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	{Pre-populate	
Internal task forces. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	{Pre-populate	
Joint forces operations. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	{Pre-populate	
Undercover operations. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	{Pre-populate	
Criminal intelligence. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	{Pre-populate	
Crime, call for service and public disorder analyses. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	{Pre-populate	
	Yes	No – other (specify in comments)	N/A	Approval Date (yyyy/mm/dd)	Please enter any additional details here
Informants and agents, such as managing informers and agents and ensuring their security. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	{Pre-populate	
Witness protection and security. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	{Pre-populate	

	Policy approved?			If "Yes"	If "No-other" Comment Box
	Yes	No – other (specify in comments)	N/A	Approval Date (yyyy/mm/dd)	Please enter any additional details here
Police response to persons who are in crisis, regardless of whether those persons appear to have a mental illness or a neurodevelopmental disability. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	\${Pre-populate c	
Search of the person. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	\${Pre-populate c	
Search of premises. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	\${Pre-populate c	
Arrest. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	\${Pre-populate c	
Bail and violent crime. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	\${Pre-populate c	
Detainee care and control. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	\${Pre-populate c	
Detainee transportation. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	\${Pre-populate c	
	Yes	No – other (specify in comments)	N/A	Approval Date (yyyy/mm/dd)	Please enter any additional details here
Property and evidence control. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	\${Pre-populate c	
Crime scene analysis. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐		
Forensic identification services. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐		
Canine tracking. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐		
Technical collision investigation and reconstruction. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐		
Breath analysis by a breath technician. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐		
Drug recognition expert evaluation. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐		

	Policy approved?			If "Yes"	If "No-other" Comment Box
	Yes	No – other (specify in comments)	N/A	Approval Date (yyyy/mm/dd)	Please enter any additional details here
Standardized field sobriety testing. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐		

Q6.13. O. Reg. 392/23 – s. 24(1)2

Continued...

	Policy approved?			If "Yes"	If "No-other" Comment Box
	Yes	No – other (specify in comments)	N/A	Approval Date (yyyy/mm/dd)	Please enter any additional details here
Physical surveillance. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐		
Electronic interception of private communications. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐		
Video and photographic surveillance. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐		
Behavioural science services. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐		
Law enforcement in respect of all navigable bodies and courses of water within the police service's area of policing responsibility. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐		
Public order units. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐		
The provision of the functions of a tactical unit, a hostage rescue team, an incident commander, a crisis negotiator, and explosive disposal. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐		
If the police service has a containment team, procedures for that team, including setting out the circumstances in which the team will be deployed. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	\$Pre-populate	

	Policy approved?			If "Yes"	If "No-other"
	Yes	No – other (specify in comments)	N/A	Approval Date (yyyy/mm/dd)	Comment Box Please enter any additional details here
Preliminary perimeter control and containment. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐		
Procedures relating to extreme incidents that are consistent with the Extreme Incident Response Plan. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	\${Pre-populate c	
	Yes	No – other (specify in comments)	N/A	Approval Date (yyyy/mm/dd)	Please enter any additional details here
If the police service has a mobile mental health and addictions crisis team, procedures respecting its functions and the provision of those functions. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	\${Pre-populate c	
Explosive forced entry and explosive disposal. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐		
Responses to a chemical, biological, radiological, nuclear or explosive incident. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	\${Pre-populate c	
Emergency ground search, rescue and recovery. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐		
Emergency waterways search, rescue and recovery. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐		
Canine units. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐		
Providing assistance to victims. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐		
Communications and dispatch services. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	\${Pre-populate c	
Supervision, including setting out circumstances in which a supervisor must be contacted and when a supervisor must be present at an incident. [O. Reg. 392/23 – s. 24(1)2.]	☐	☐	☐	\${Pre-populate c	

Q6.14. Please indicate whether your board has established a **policy/ procedure/ plan** regarding the following matters.

Q6.15. O. Reg. 395/23 – O. Reg. 401/23

	Policy approved?			If "Yes"	If "No-other"
	Yes	No – other (specify in comments)	N/A	Approval Date (yyyy/mm/dd)	Comment Box Please enter any additional details here
The conduct of investigations. [O. Reg. 395/23 – s. 24]	☐	☐	☐		
Vehicle pursuits policies that are consistent with O. Reg. 397/23. [O. Reg. 397/23 – s. 3]	☐	☐	☐		
Quantitative and qualitative performance objectives and indicators of outcomes relating to drug crime and clearance rates for drug crime. [O. Reg. 399/23 – s. 3.1.]	☐	☐	☐		
Notice, reporting and information management requirements related to identifying information collected under this Regulation. [O. Reg. 400/23 – s. 13(1)]	☐	☐	☐		
Avoidance of conflicts in policing functions. [O. Reg. 401/23 – s. 12(1)]	☐	☐	☐		

Q6.16. Please indicate whether your board has established a **policy/ procedure/ plan** under the CSPA and its regulations involving only **strategic plans**.

Note.

- A complete list of policies/procedures/plans referenced in this section can be found in [Appendix C](#) in the User Guide.

Q6.17. CSPA - s.39(1): Strategic Plan

Preparing and adopting a strategic plan for the provision of policing that addresses:

	Policy approved?			If "No-other" Comment Box Please enter any additional details here
	Yes	No – other (specify in comments)	N/A	
Ensuring adequate and effective policing [CSPA – s. 39(1)1.]	☐	☐	☐	
The objectives, priorities and core functions of the police service. [CSPA – s. 39(1)2.]	☐	☐	☐	
Quantitative and qualitative performance objectives and indicators of outcomes: –community-based crime prevention –community patrol –criminal investigation services –community satisfaction with policing –emergency calls for service –violent, property and youth crime and associated clearance rates –police assistance to victims of crime and re-victimization rates –interactions with youths, racialized groups, First Nation, Inuit, and Métis communities, and persons who appear to have a mental illness or neurodevelopmental disability, and –road safety. [CSPA – s. 39(1)3.i – ix.]	☐	☐	☐	
Interactions with youths, members of racialized groups, and members of First Nation, Inuit and Métis communities [CSPA – s. 39(1)4.i–iii.]	☐	☐	☐	
Interactions with persons who appear to have a mental illness or a neurodevelopmental disability. [CSPA – s. 39(1)5.]	☐	☐	☐	
Information technology. [CSPA – s. 39(1)6.]	☐	☐	☐	
Resource planning. [CSPA – s. 39(1)7.]	☐	☐	☐	
Police facilities. [CSPA – s. 39(1)8.]	☐	☐	☐	

Q6.18. Please share any comments or provide additional context you may have regarding the questions in this section (optional).

Board operations

Q7.1.

In this section, we will be asking for some information about your **board's operations**.

Q7.2. Please indicate whether the board has conducted a review of the **Chief of Police's performance** within the last **twelve-month** period preceding September 1, 2025.

- ☐ Yes
- ☐ No

Q7.3. **How** does your board assess and evaluate the effectiveness of the CHIEF OF POLICE? Select all that apply.

- ☐ Through formal performance appraisals and leadership evaluations
- ☐ By collecting feedback from subordinates, peers, and community stakeholders
- ☐ Using key performance indicators (KPIs) tied to outcomes and goals
- ☐ Other (please specify):
- ☐ None of the above/Not applicable

Q7.4. What is the **frequency** of performance assessment for the CHIEF OF POLICE?

- ☐ Annually
- ☐ Every 2–4 years
- ☐ Every 5 years or more
- ☐ On an as-needed basis (e.g., in response to specific incidents or performance concerns)
- ☐ Other (please specify):
- ☐ Not applicable

Q7.5. **How** does your board assess and evaluate the effectiveness of the DEPUTY POLICE CHIEFS? Select all that apply.

- ☐ Through formal performance appraisals and leadership evaluations
- ☐ By collecting feedback from subordinates, peers, and community stakeholders
- ☐ Using key performance indicators (KPIs) tied to outcomes and goals
- ☐ Other (please specify):
- ☐ None of the above/Not applicable

Q7.6. What is the **frequency** of performance assessment for the DEPUTY POLICE CHIEFS?

- ☐ Annually
- ☐ Every 2–4 years
- ☐ Every 5 years or more
- ☐ On an as-needed basis (e.g., in response to specific incidents or performance concerns)
- ☐ Other (please specify):
- ☐ Not applicable

Q7.7. Please indicate whether **every member** of your board took an **oath** or **affirmation of office** in the form prescribed by the Minister at the time of his or her appointment as a member of the board, as of September 1, 2025.

- ☐ Yes
☐ No

Q7.8. Please indicate whether the board has **policing responsibility** over premises where court proceedings are conducted.

[Citation: [CSPA s.243](#)]

- ☐ Yes
☐ No

Q7.9. Please indicate whether the board has **reviewed** the Chief's **courthouse security plan** as of September 1, 2025.

- ☐ Yes
☐ No

Q7.10. Please provide the date of the **latest review** of the Chief's courthouse security plan.

Select a date

Q7.11. **Publication**

Q7.12. Please indicate which of the following **board information** was made publicly available as of September 1, 2025 (select all that apply).

- ☐ Board budget

- ☐ Board roles and responsibilities
- ☐ Board member names
- ☐ Board member positions
- ☐ Board staff names
- ☐ Board staff positions
- ☐ How to join the board
- ☐ Instructions for a member of the public to make complaints to the IoP about the adequacy and effectiveness of policing
- ☐ Instructions for a member of the public to make complaints to the Law Enforcement Complaints Agency (LECA) about the misconduct of police officer(s) and/or any law enforcement officer(s) under its jurisdiction

Q7.13. Please indicate which of the following **reports and materials** were made publicly available as of September 1, 2025 (select all that apply).

- | | | | |
|---|--|---|--|
| ☐ Annual reports | ☐ Board meeting records (e.g., minutes) | ☐ Community assessment reports | ☐ Strategic plans |
| ☐ Annual missing persons reports | ☐ Board meeting schedules | ☐ Equity, diversity, and inclusion plans | ☐ Directions given to the chief of police |
| ☐ Annual use of force reports | ☐ Board policies and by-laws | ☐ Media releases | ☐ Other reports or materials |
| ☐ Board meeting agenda | | | |

Q7.14. Please indicate the **additional board reports** and/or materials that were publicly available as of September 1, 2025.

Note.

- If you have multiple entries in the comment box, please use a comma to separate them.

Q7.15. Please indicate the specific **years** in which your board has made the following reports and materials publicly available.

Note.

- Please select all applicable years if your published strategic plan covers several years.

	2024	2025
Annual reports	☐	☐
Strategic plans	☐	☐

Research

Q8.1. One of the IoP’s strategic priorities is to become a global Centre of Excellence for policing knowledge and research. This includes facilitating knowledge exchange among police services and boards that are already conducting their own research. We would like to gain a better understanding of the research topics and priorities of police service boards in Ontario.

In this section, we will be asking about your board's **research** and **training**.

Q8.2. Are there any **research projects** or **topics** that your board has undertaken in the last 3 years?

- ☐ Yes
- ☐ No

Q8.3. Please briefly describe the research topics that your board has undertaken in the last 3 years (max 250 words).

Q8.4. What topics or areas of interest would your board like to **research in the future?**

Q8.5. Please indicate any **optional training topic(s)** that your board members would like to receive training on that will help the board members **fulfill their legislative responsibilities.**

Note.

- Please consider all training course(s) and/or program(s) delivered by, but not limited to the Ontario Association of Police Service Boards (OAPSB), the Canadian Association of Police Governance (CAPG), the Ontario Association of Chiefs of Police (OACP), the Police Association of Ontario (PAO), etc.
 - Examples of optional training topics can be: CSPA interpretation; Police Governance, etc.
- Please exclude any training that does NOT directly support board members in fulfilling their legislative responsibilities. For example: in-house cyber security training, etc.
- If you have multiple entries in the comment box, please use a comma to separate them.

Equity, Diversity, and Inclusion

Q9.1.
In this section, we will be asking about your board's **equity, diversity, and inclusion** initiatives.

Q9.2. Please indicate the **socio-demographic personnel information** that has been collected about board members and staff(s) (including information provided anonymously), as of September 1, 2025 (select all that apply).

	Board members	Board staff(s)
Gender	☐	☐
Indigenous identity	☐	☐
Race	☐	☐
Disability	☐	☐
Age	☐	☐
Language	☐	☐
Marital status	☐	☐
None of the above	☐	☐
Other	☐	☐

Q9.3. Please indicate the additional social–demographic personnel information that has been collected by your board, as of September 1, 2025.

Note.

- If you have multiple entries in the comment box, please use a comma to separate them.

Board members

Board staff(s)

Q9.4. How does your board support the recruitment of board members to reflect community representation?

Q9.5. Please select the group(s) below for which your board has specific recruitment strategies for board members. Select all that apply

- ☐ Women
- ☐ [Racialized individuals](#)
- ☐ Indigenous individuals (First Nations, Métis, and/or Inuit)
- ☐ Individuals with disabilities
- ☐ Any other historically marginalized, underrepresented, or protected groups as defined by the Ontario Human Rights Code (please specify):

- ☐ None of the above/Not applicable

Q9.6. Please provide details on the recruitment strategies for the selected groups.

» Women

» [Racialized individuals](#)

» Indigenous individuals
(First Nations, Métis, and/or
Inuit)

» Individuals with
disabilities

» Any other historically
marginalized,
underrepresented, or
protected groups as
defined by the Ontario
Human Rights Code
(please specify):

» None of the above/Not
applicable

Q9.7. How does your board **recruit chief of police** and **deputy police chiefs** to reflect community representation?

Board budget and cost

Q10.1.

In this section, we will be asking about your **board's budget** and **cost**.

Please include only your **board’s own budget** in this section. Do **not** report the police service budget that is submitted to the municipality for funding.

Q10.2.
The following questions will focus on your **board's** proposed and approved gross budget for the **previous year**.

Round to the nearest dollar (CAD).

Q10.3. Please specify the **period** applicable to your police service **board’s operating budget** for the **previous year**.

- ☐ Calendar Year (Jan. 1, 2024, to Dec. 31, 2024)
- ☐ Fiscal Year (Apr. 1, 2024, to Mar. 31, 2025)
- ☐ Other fiscal year (Please specify)

Q10.4. Please report the following information for your **board’s operating budget** for the **previous year**.

Note.

- Please include only your **board’s own budget**. Do **not** report the police service budget that is submitted to the municipality for funding.

Amount (\$)

Proposed operating budget

Approved operating budget

Amount (\$)

Actual operating cost

Q10.5. Please indicate whether your board's **actual operating costs** include **legal services**.

☐ Yes

☐ No

Q10.6. Of your board's actual operating cost, please report the amount (\$) spent on the **legal services**.

Q10.7. Please report the following budget information (dollar amount) for **board staff complement**, including salary and benefits, for the **previous year** if available.

Proposed budget request

Approved budget request

Q10.8.

The following questions will focus on your **board's** proposed and approved gross budget for the **current year**.

Round to the nearest dollar (CAD).

Q10.9. Please specify the **period** applicable to your police service **board's operating budget** for the **current year**.

- ☐ Calendar Year (Jan. 1, 2025, to Dec. 31, 2025)
- ☐ Fiscal Year (Apr. 1, 2025, to Mar. 31, 2026)
- ☐ Other fiscal year (please specify)

Q10.10. Please report the following information of your **board's operating budget** for the **current year** if available.

Note.

- Please include only your **board's own budget**. Do **not** report the police service budget that is submitted to the municipality for funding.

	Is the information available?		If "Yes"
	Yes	No	Amount (\$)
Proposed operating budget	☐	☐	
Approved operating budget estimate	☐	☐	

Q10.11. Please report the following budget information (dollar amount) for **board staff complement**, including salary and benefits, for the **current year** if available.

Proposed budget request

Approved budget request

Q10.12. Please indicate how the **budget information** for the **current year** is made available to the public (select all that apply).

Note.

- If you have multiple entries in the comment box, please use a comma to separate them.

- ☐ Budget information is not made available to the public
- ☐ City/Regional council meeting
- ☐ Police service board meeting
- ☐ Online (including meeting memos, agendas, reports)
- ☐ Annual reports
- ☐ Other (please specify)

User feedback

Q11.1. In this last section, we would appreciate **your feedback on the process to collect and submit the information.**

Q11.2. Please indicate the approximate length of time (in hours) it took to gather the necessary information and complete this form.

Q11.3. Please report the number of your police service board member(s) and/or staff involved to gather the necessary information and complete this form.

Q11.4. Please specify the extent to which you agree with the following statements:

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
It was easy to gather the requested information.	☐	☐	☐	☐	☐
My requests for data for this form were addressed in a timely manner.	☐	☐	☐	☐	☐
I did not experience a significant interruption in my work to complete this form.	☐	☐	☐	☐	☐
The User Guide was easy to understand.	☐	☐	☐	☐	☐
This Form was easy to understand.	☐	☐	☐	☐	☐
I was able to complete this form in a reasonable amount of time.	☐	☐	☐	☐	☐

Q11.5. Please leave your feedback and comments to help the IoP improve the Police Service Boards Information Form.

Appendix B: List of Policies/Plans/Procedures

Appendix B.1: List of policies/procedures/plans under the CSPA

No.	CSPA	12 Requirements
	Requirement	Citations
1	Preparing and adopting a diversity plan to ensure that the members of the police service reflect the diversity of the area for which the board has policing responsibility.	CSPA – s. 37(1)(e)
2	The administration of the police service.	CSPA – s. 38(1)(a)
3	The provision of adequate and effective policing in accordance with the needs of the population of the area for which it has policing responsibility.	CSPA – s. 38(1)(b)
4	The disclosure by the chief of police of personal information about individuals.	CSPA – s. 38(1)(c)
5	The disclosure of secondary activities of a member of a police service under section 89 and decisions under that section.	CSPA – s. 38(1)(d)
6	The handling of discipline within the police service.	CSPA – s. 38(1)(e)
7	The indemnification of members of the police service for legal costs, subject to subsection (4) in the legislation.	CSPA – s. 38(1)(f)
8	Filing an annual report with its municipality or band council regarding the implementation of the board's strategic plan and the achievement of the performance objectives identified in the strategic plan, on or before June 30 in each year.	CSPA – s. 41(1)(a)
9	Filing an annual report with its municipality or band council regarding the affairs of the police service, on or before June 30 in each year.	CSPA – s. 41(1)(b)
10	Filing an annual report with its municipality or band council regarding the provision of policing as it relates to any community safety and well-being plans adopted by the municipalities or First Nations that are in the board's area of policing responsibility, on or before June 30 in each year.	CSPA – s. 41(1)(c)
11	Performing the board's duties under the Act and the regulations.	CSPA – s. 46(1)
12	The disclosure of misconduct that is alleged to have been engaged in by the chief of police or deputy chief of police of the police service.	CSPA – s. 183(2)

Appendix B.2: List of policies/procedures/plans under the CSPA – Ontario Regulations

No.	O. Reg 392/23	47 Requirements
	Requirement	Citations
1	Quality assurance plan relating the provision of adequate and effective policing, and compliance with the CSPA and its regulations.	O. Reg. 392/23 – s. 23
2	Publication of crime analysis, call analysis and public disorder analysis data, and of information on crime trends.	O. Reg. 392/23 - s. 24(1)1
3	Crime prevention initiatives.	O. Reg. 392/23 – s. 24(1)2.
4	Community patrol that addresses when and where directed patrol is considered necessary or appropriate, based on the policing needs of the community.	O. Reg. 392/23 – s. 24(1)2.
5	Traffic direction and enforcement, including traffic patrol.	O. Reg. 392/23 – s. 24(1)2.
6	When more than one police officer must respond to an occurrence or call for service.	O. Reg. 392/23 – s. 24(1)2.
7	Internal task forces.	O. Reg. 392/23 – s. 24(1)2.
8	Joint forces operations.	O. Reg. 392/23 – s. 24(1)2.
9	Undercover operations.	O. Reg. 392/23 – s. 24(1)2.
10	Criminal intelligence.	O. Reg. 392/23 – s. 24(1)2.
11	Crime, call for service and public disorder analyses.	O. Reg. 392/23 – s. 24(1)2.
12	Informants and agents, such as managing informers and agents and ensuring their security.	O. Reg. 392/23 – s. 24(1)2.
13	Witness protection and security.	O. Reg. 392/23 – s. 24(1)2.
14	Police response to persons who are in crisis, regardless of whether those persons appear to have a mental illness or a neurodevelopmental disability.	O. Reg. 392/23 – s. 24(1)2.
15	Search of the person.	O. Reg. 392/23 – s. 24(1)2.
16	Search of premises.	O. Reg. 392/23 – s. 24(1)2.
17	Arrest.	O. Reg. 392/23 – s. 24(1)2.
18	Bail and violent crime.	O. Reg. 392/23 – s. 24(1)2.
19	Detainee care and control.	O. Reg. 392/23 – s. 24(1)2.
20	Detainee transportation.	O. Reg. 392/23 – s. 24(1)2.
21	Property and evidence control.	O. Reg. 392/23 – s. 24(1)2.
22	Crime scene analysis.	O. Reg. 392/23 – s. 24(1)2.
23	Forensic identification services.	O. Reg. 392/23 – s. 24(1)2.
24	Canine tracking.	O. Reg. 392/23 – s. 24(1)2.
25	Technical collision investigation and reconstruction.	O. Reg. 392/23 – s. 24(1)2.
26	Breath analysis by a breath technician.	O. Reg. 392/23 – s. 24(1)2.
27	Drug recognition expert evaluation.	O. Reg. 392/23 – s. 24(1)2.
28	Standardized field sobriety testing.	O. Reg. 392/23 – s. 24(1)2.
29	Physical surveillance.	O. Reg. 392/23 – s. 24(1)2.
30	Electronic interception of private communications.	O. Reg. 392/23 – s. 24(1)2.

31	Video and photographic surveillance.	O. Reg. 392/23 – s. 24(1)2.
32	Behavioural science services.	O. Reg. 392/23 – s. 24(1)2.
33	Law enforcement in respect of all navigable bodies and courses of water within the police service's area of policing responsibility.	O. Reg. 392/23 – s. 24(1)2.
34	Public order units.	O. Reg. 392/23 – s. 24(1)2.
35	The provision of the functions of a tactical unit, a hostage rescue team, an incident commander, a crisis negotiator, and explosive disposal.	O. Reg. 392/23 – s. 24(1)2.
36	If the police service has a containment team, procedures for that team, including setting out the circumstances in which the team will be deployed.	O. Reg. 392/23 – s. 24(1)2.
37	Preliminary perimeter control and containment.	O. Reg. 392/23 – s. 24(1)2.
38	Procedures relating to extreme incidents that are consistent with the Extreme Incident Response Plan.	O. Reg. 392/23 – s. 24(1)2.
39	If the police service has a mobile mental health and addictions crisis team, procedures respecting its functions and the provision of those functions.	O. Reg. 392/23 – s. 24(1)2.
40	Explosive forced entry and explosive disposal.	O. Reg. 392/23 – s. 24(1)2.
41	Responses to a chemical, biological, radiological, nuclear or explosive incident.	O. Reg. 392/23 – s. 24(1)2.
42	Emergency ground search, rescue and recovery.	O. Reg. 392/23 – s. 24(1)2.
43	Emergency waterways search, rescue and recovery.	O. Reg. 392/23 – s. 24(1)2.
44	Canine units.	O. Reg. 392/23 – s. 24(1)2.
45	Providing assistance to victims.	O. Reg. 392/23 – s. 24(1)2.
46	Communications and dispatch services.	O. Reg. 392/23 – s. 24(1)2.
47	Supervision, including setting out circumstances in which a supervisor must be contacted and when a supervisor must be present at an incident.	O. Reg. 392/23 – s. 24(1)2.
No.	O. Reg. 395/23	1 Requirement
	Requirement	Citations
1	The conduct of investigations.	O. Reg. 395/23 – s. 24
No.	O. Reg. 397/23	1 Requirement
	Requirement	Citations
1	Vehicle pursuits policies that are consistent with O. Reg. 397/23.	O. Reg. 397/23 – s. 3
No.	O. Reg. 399/23	1 Requirement
1	Quantitative and qualitative performance objectives and indicators of outcomes relating to drug crime and clearance rates for drug crime.	O. Reg. 399/23 – s. 3.1.
No.	O. Reg. 400/23	1 Requirement
	Requirement	Citations
1	Notice, reporting and information management requirements related to identifying information collected under this Regulation.	O. Reg. 400/23 - s. 13(1)

No.	O. Reg. 401/23	1 Requirement
	Requirement	Citations
1	Avoidance of conflicts in policing functions.	O. Reg. 401/23 – s. 12(1)

Appendix C: List of Policies/Plans/Procedures Related to Strategic Plans

Appendix C: List of policies/procedures/plans under the CSPA and its regulations involving only strategic plans

No.	CSPA - s. 39: Strategic Plan	8 Requirements
	Requirement	Citations
Preparing and adopting a strategic plan for the provision of policing that addresses:		
1	Ensuring adequate and effective policing	CSPA – s. 39(1)1.
2	The objectives, priorities and core functions of the police service.	CSPA – s. 39(1)2.
3	Quantitative and qualitative performance objectives and indicators of outcomes: -community-based crime prevention, -community patrol, -criminal investigation services, -community satisfaction with policing -emergency calls for service, -violent, property and youth crime and associated clearance rates, -police assistance to victims of crime and re-victimization rates, -interactions with youths, racialized groups, First Nation, Inuit, and Métis communities, and persons who appear to have a mental illness or neurodevelopmental disability, and -road safety.	CSPA – s. 39(1)3.i - ix.
4	Interactions with youths, members of racialized groups, and members of First Nation, Inuit and Métis communities	CSPA – s. 39(1)4.i-iii.
5	Interactions with persons who appear to have a mental illness or a neurodevelopmental disability.	CSPA – s. 39(1)5.
6	Information technology.	CSPA – s. 39(1)6.
7	Resource planning.	CSPA – s. 39(1)7.
8	Police facilities.	CSPA – s. 39(1)8.

Christian Kaiser

From: IoP Analytics (SOLGEN) <IOPAnalytics@ontario.ca>
Sent: October 14, 2025 10:37 AM
To: Christian Kaiser; Christian Kaiser
Subject: 2025 Police Service Boards Information Form
Attachments: PSBI User Guide.pdf

Importance: High

Dear Deep River Police Service Board,

Thank you for your participation in the 2024 Inspectorate of Policing (IoP) Data Collection process. The IoP is pleased to launch its **2025 data collection cycle** for all municipal police service boards in Ontario through our Police Service Boards Information (PSBI) Form.

In this e-mail, you will find:

- A User Guide with detailed instructions for completing the PSBI Form,
- Your personal and unique, confidential link to your police service board's PSBI Form for you to complete,
- Other suggestions for you to complete the PSBI Form efficiently and easily.

PSBI Form User Guide

Before completing the PSBI Form online, please **review the attached User Guide** which includes tips, best practices, and a complete list of questions in Appendix A. We recommend gathering all required information in advance to ensure an efficient data entry process and to support accurate and complete responses. Completing the questions is expected to take approximately 1-2 hours, once all information has been collected.

PSBI Form Link and Deadline

To access the PSBI Form, **click on your service board's personalized link** below:

[Take the survey.](#)

Alternatively, you may **copy and paste the following URL** into your browser (Microsoft Edge or Google Chrome are recommended):

https://solgeniop.qualtrics.com/jfe/form/SV_cGX4KoG2VA7zd0W?Q_CHL=gl&Q_DL=EMD_T9tgDkBfWfvVZd3_cGX4KoG2VA7zd0W_CGC_Vg8JdLHwfim8Mck&g=g

Please submit your completed form no later than **5:00 p.m. (EST) on December 31, 2025.**

If you have any questions or require further assistance in completing the PSBI Form, please reach out to us at IOPAnalytics@ontario.ca.

Thank you for your cooperation in this year's data collection initiative. Your contributions play a vital role in supporting evidence-informed oversight and driving continuous improvement across Ontario's policing sector.

Sincerely,

Inspectorate of Policing



Centre for Data Intelligence
and Innovation
777 Bay Street, Suite 701,
Toronto, ON M5G 2C8
Email:
loPAnalytics@ontario.ca
www.loPOntario.ca

*Improving policing
performance to make
everyone in Ontario safer*

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**

October 07, 2025

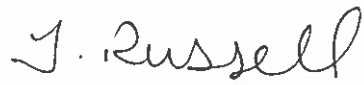
Date


Name: Michelina Longo

Title: Director, External Relations Branch,
Public Safety Division

Deep River Police Service Board

June 24, 2025
Date


Name: Tracy Russell

Title:

I have authority to bind the Recipient

Date

Name:

Title:

I have authority to bind the Recipient

SCHEDULE "A"
GENERAL TERMS AND CONDITIONS

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

Maximum Funds	\$7,205.00
Expiry Date	June 30, 2025
Amount for the purposes of section A5.2 (Disposal) of Schedule "A"	\$5,000.00
Insurance	\$5,000,000.00
Contact information for the purposes of Notice to the Province	Position: Yoko Iwasaki & Amanda Scrivo, Community Safety Analysts, External Relations Branch, Public Safety Division, Ministry of the Solicitor General Address: 25 Grosvenor Street, 12th Floor, Toronto ON M7A 2H3 Email: Yoko.Iwasaki@ontario.ca and Amanda.Scrivo@ontario.ca
Contact information for the purposes of Notice to the Recipient	Position: Address: Email:
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	Position: Address: Email:
CRA Business Number	

SCHEDULE "C"

PROJECT

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.

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

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).

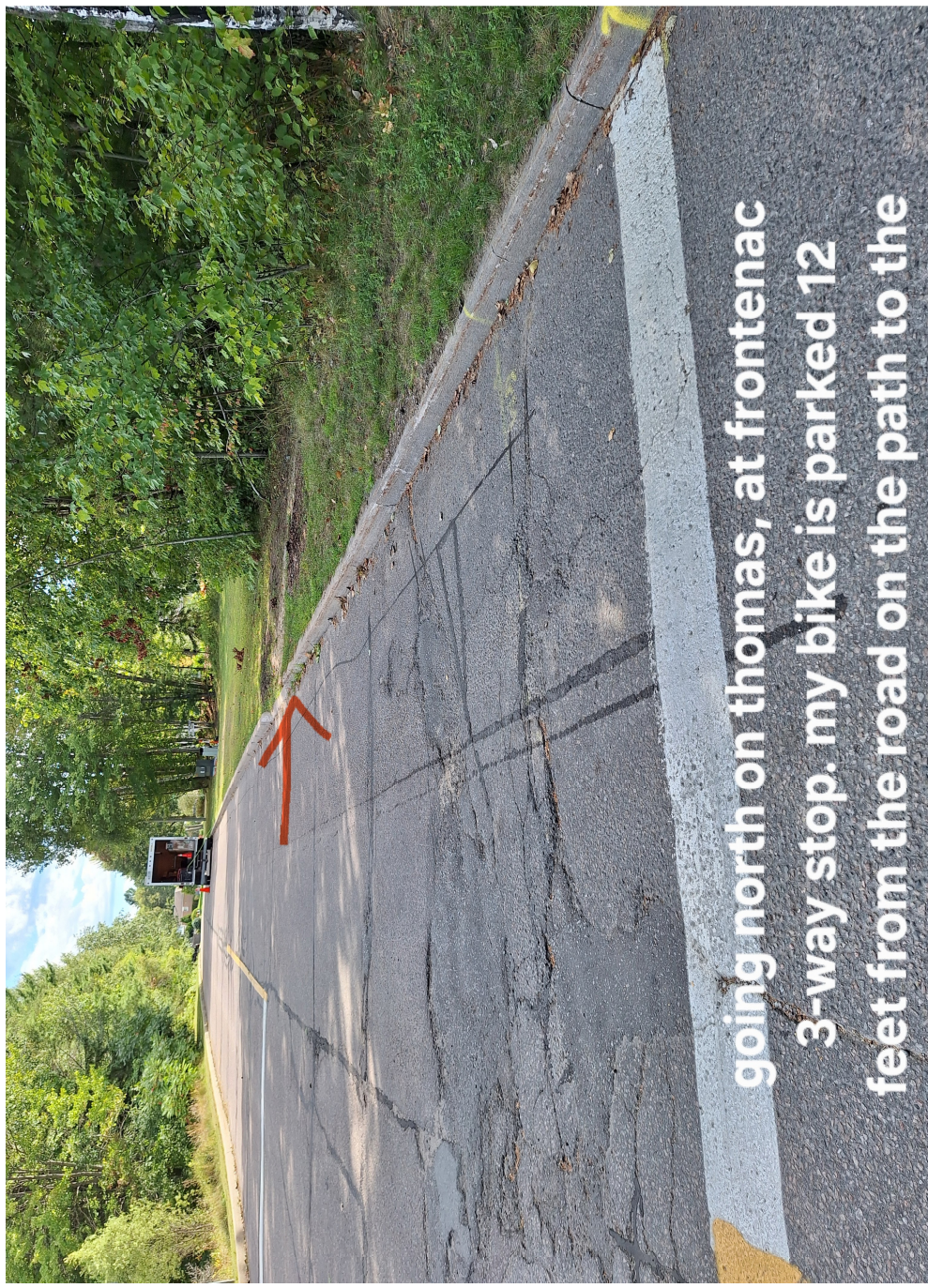
SCHEDULE "E" FINAL REPORTS

	FINAL REPORT Financial	Ministry of the Solicitor General Public Safety Division RIDE GRANT FINAL REPORT - FINANCIAL Fiscal Year: 2024-2025							
Must be submitted no later than April 30, 2025 by email to Amanda.Scrivo@ontario.ca and Yoko.Iwasaki@ontario.ca Submission must include both the completed <u>Excel reporting template</u> and <u>scanned signed PDF</u> . Please review INSTRUCTIONS to complete the form correctly.									
SECTION A - REPORTING POLICE SERVICE									
Police Service Name: Select from the drop down menu (click on yellow shaded cell for drop down menu)									
SECTION B - SIGNATURE OF AUTHORIZED OFFICIAL (GRANTEE)									
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							
SECTION C - YEAR-END FINANCIAL SUMMARY (FISCAL YEAR 2024-25: APRIL 1, 2024 - MARCH 31, 2025)									
Complete the information below. Total R.I.D.E. Grant Hours and Total Cost will self calculate.									
\$ Total Cost:	\$0.00	Total RIDE Grant Hours Worked:							
		0.00							
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 Used:
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
1-Apr-24					0.00	\$0.00	0.00	\$0.00	0.00

	FINAL REPORT Statistical	Ministry of the Solicitor General Public Safety Division RIDE GRANT FINAL REPORT - STATISTICAL Fiscal Year: 2024-2025			
Must be submitted no later than April 30, 2025 by email to Amanda.Scrivo@ontario.ca and Yoko.Iwasaki@ontario.ca Submission must include both the completed <u>Excel reporting template</u> and <u>scanned signed PDF</u> . Please review INSTRUCTIONS to complete the form correctly.					
SECTION A - REPORTING POLICE SERVICE					
Police Service Name: Select from the drop down menu (Click on <u>yellow shaded cell</u> for drop down menu)					
SECTION B - SIGNATURE OF AUTHORIZED OFFICIAL (GRANTEE)					
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			
SECTION C - YEAR-END SUMMARY (FISCAL YEAR 2024-25: APRIL 1, 2024 - MARCH 31, 2025)					
Complete the information below. Enter statistical data for each Quarter. Total self calculate.					
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)	Q1 (Apr 1 - Jun 30)	Q2 (Jul 1 - Sep 30)	Q3 (Oct 1 - Dec 31)	Q4 (Jan 1 - Mar 31)	
VEHICLES STOPPED AS A RESULT OF RIDE GRANT PROGRAM					
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 Imalyzer 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 COMMITTED, IF YOU HAVE INDICATED "Number of Persons Charged with Other Offences" (e.g. CD&A, CCA, CAIC, M&VA, FWCA, TPA, etc.):					



**St Mary's Lane near exit to
Deep River Road**



going north on thomas, at frontenac
3-way stop. my bike is parked 12
feet from the road on the path to the



Christian Kaiser

From: Suzanne D'eon <sdeon@deepriver.ca>
Sent: October 5, 2025 01:07 PM
To: Christian Kaiser; Tracy Russell (personal)
Cc: Shannon Lapping; David McCarthy
Subject: Fw: Public safety
Attachments: 1000021748.jpg; 1000021685.jpg; 1000021747.jpg

For a future Police Board agenda.
Also potentially for Public Works attention.

Sue

Get [Outlook for iOS](#)

From: Katharine Myers [REDACTED]
Sent: Sunday, October 5, 2025 1:02 PM
To: Suzanne D'eon <sdeon@deepriver.ca>
Subject: Public safety

Letter to the Police Board

Hello,

I am writing with a concern about public safety.

The town has many delightful footpaths, but some of the exits from these footpaths are not well cleared, and drivers may not be able to perceive a biker or runner exiting onto the road in time to avoid a collision. I have attached photos of 3 such intersections.

The first is where a foot path from Cabot Place exits on to Laurier Avenue. The footpath is a very steep hill and a biker with poor brakes or a distracted person might come out into traffic.

The second is where the gravel sidewalk from the 4-way stop comes out onto St Mary's Lane. One of the main areas with greenery that limits visibility may be on private property there, as it is behind the garage of 123 Algonquin.

The third is the footpath from Double Dip road to Thomas street. It does come out at a 3-way stop but many cars do not come to a complete stop there.

A fourth spot that I do not have a photo of is the cut-through from Glendale to McElligott. This footpath crosses the Glendale back lane and there is very poor visibility along the lane to see people crossing. I am a bit late in the season now but cutting back of the foliage at each of these areas would be beneficial to improve safety. This would need to be done on an annual or biannual basis for maintenance.

Thank you for your attention to this matter.

Christian Kaiser

From: Diane Smithson <dsmithson@carletonplace.ca>
Sent: September 30, 2025 11:00 AM
To: Diane Smithson
Subject: Minutes of OAPSB Zone 2 Meeting - September 19, 2025
Attachments: MIN OAPSB Zone 2 250919.pdf; IOP Zone Meeting Presentation - Fall 2025 - Hawkesbury Zone 2.pdf; Strengthening Relationships Presentation.pdf

Good morning,

Attached please find the draft minutes from the OAPSB Zone 2 meeting held in Hawkesbury on Friday, September 19, 2025. Please share these minutes with the respective members of your Police Service Boards / Detachment Boards.

Also attached are the presentation materials from Brian Wilson and Graham Wight, Inspectorate of Policing Advisor.

Have a great day!

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

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

New Town Hall hours are as follows:

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



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Importance of relationship building BEFORE major emergencies

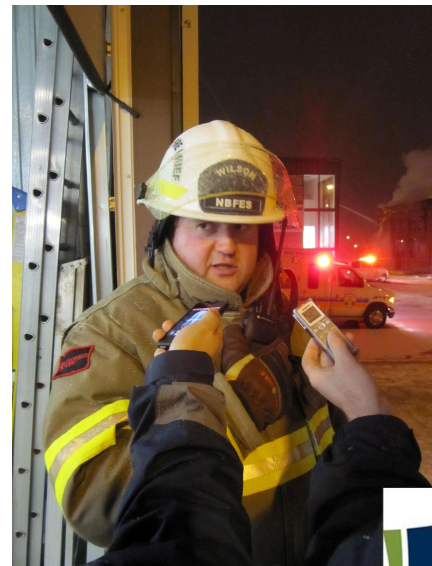
BUILDING COLLABORATION
FOR COORDINATED MAJOR
INCIDENT RESPONSES



1

Brian Wilson, MA (DEM), CMM III, ECFO
Director of Public Safety / Fire Chief
Town of Hawkesbury

- Fire Service: 27 yrs of exp. in 3 provinces
 - 14 yrs of exp. as a Chief Fire Officer
- Emergency Mgmt: 14 yrs of exp.
- Former Correctional Officer and Special Constable
- International Disaster Response Team Leader



2



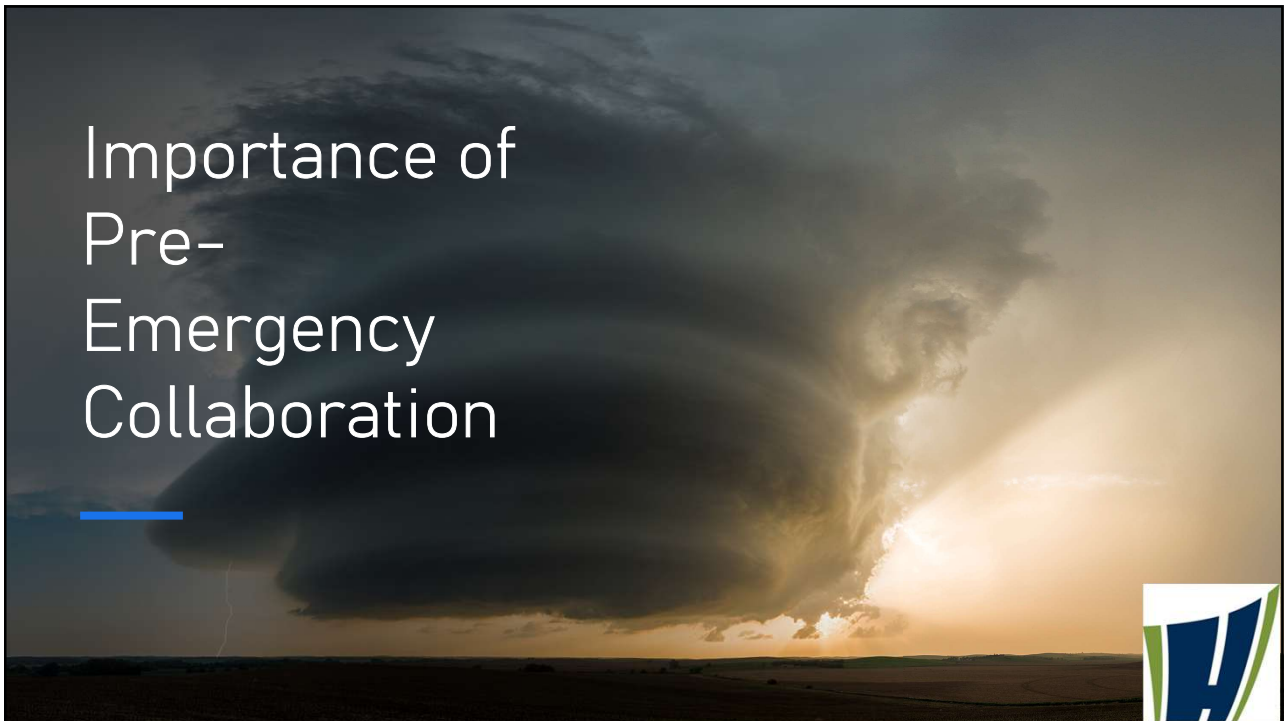
Presentation topics..

- Importance of Pre-Emergency Collaboration
- PSBs Influence on Pre-Emergency Collaboration
- Establishing Shared Protocols and Communication Systems
- Overcoming Challenges in Relationship Building
- Case Studies and Best Practices



3

Importance of Pre-Emergency Collaboration



4

Benefits of Proactive Relationship-Building

Mutual Understanding

Streamlined Coordination

Quicker Decision-Making



5

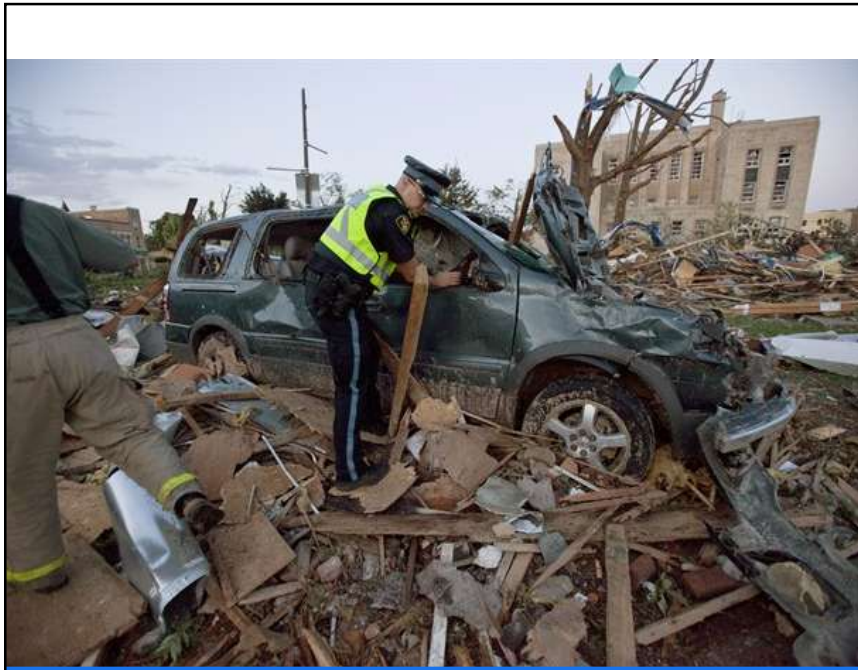
Minimizing Miscommunication During Crises

Importance of Protocols

Timely Information Sharing



6



Enhancing Response Efficiency and Effectiveness

Collaborative
Planning

Building Trust

Efficient Resource
Allocation



7



Police Service Boards Influence on Pre- Emergency Collaboration



8

Community Safety and Policing Act, 2019

Strategic plan

- s.39 (1) prepare and adopt a strategic plan

Police service board directions

- s.40(1) give directions to the chief of police

Community
Safety and
Policing Act



9



Joint Training and
Simulation
Exercises

Practice Coordination

Identify Gaps

Build Familiarity



10



Regular Interagency Meetings and Workshops

Facilitating Open Communication

Building Strong Relationships

Sharing Knowledge and Resources



11



Developing Unified Command Structures

Clear Leadership Roles

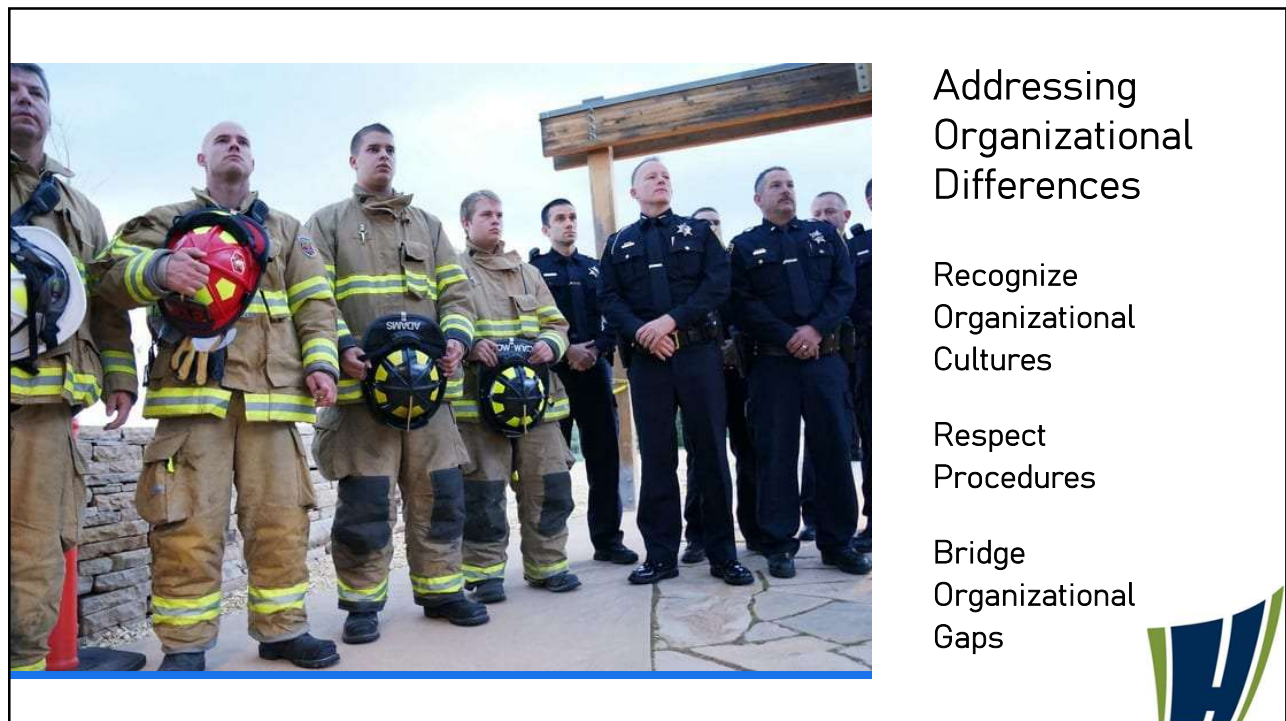
Decision-Making Authority



12



13



14

Maintaining Momentum and Ongoing Collaboration

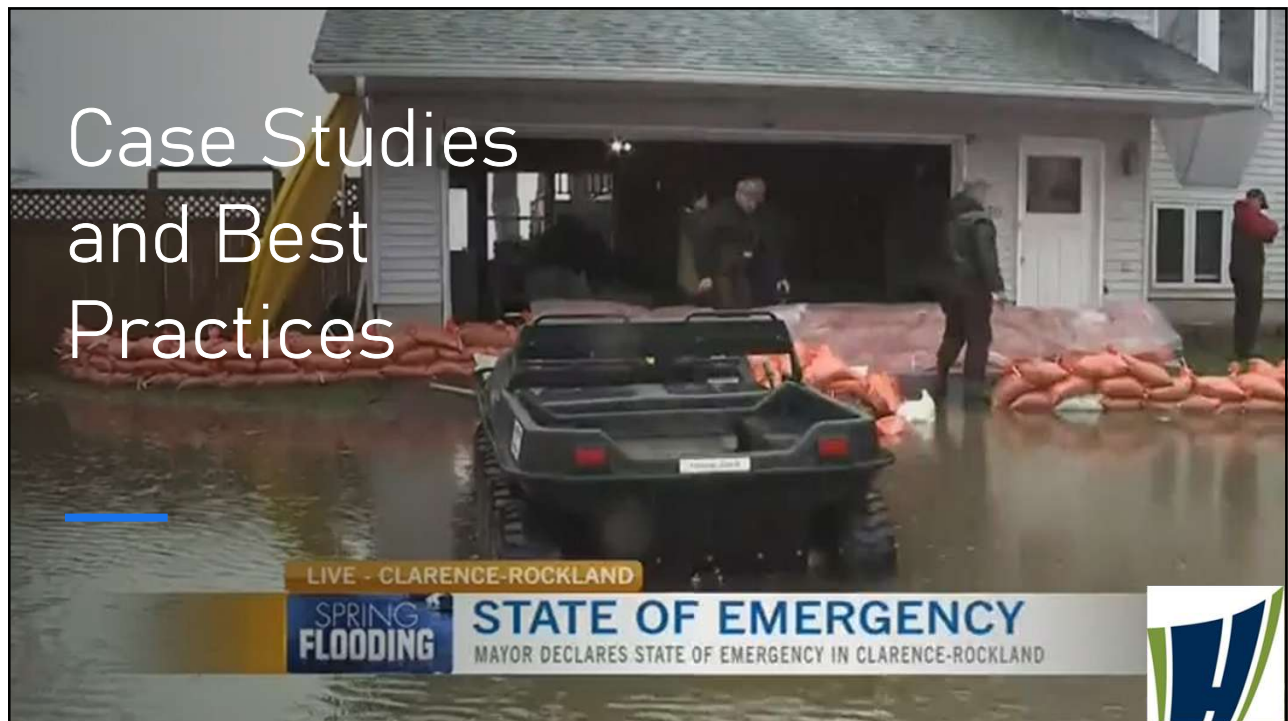
Sustained Commitment

Regular Engagement



15

Case Studies and Best Practices



16



17



18



Recommended Strategies for Future Preparedness

- Encourage Relationship Building
- Interagency Collaboration In Planning
- Interagency Cooperation In Exercises/Drills
- Interagency Collaboration At Small & Medium-Sized Calls



19



Conclusion

- Importance of Pre-emergency Relationships
- Building Trust
- Standardizing Protocols
- Learning from Past Experiences



20

**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, September 19, 2025 at 9:30 a.m. at the Legion Hall in Hawkesbury hosted by the Municipality of Hawkesbury.

PRESENT

There were a total of 26 people in attendance, 21 of them were members of the OAPSB Zone 2 representing 12 separate Zone 2 Police Service Boards and Detachment Boards. Attached please find a copy of the registration list that was circulated at the meeting.

VISITORS

Detective Staff Sergeant Chad Culbert, OPP Community Street Crime Unit
Chief Superintendent Lisa Wilhelm
Brian Wilson, Director of Public Safety / Fire Chief, Town of Hawkesbury
Lisa Darling, Executive Director, OAPSB
Graham Wight, Police Services Advisor, Inspectorate of Policing

1. Meeting Call to Order

In the absence of Chairperson Dena Comley who sent her regrets, Vice-Chair Ed McPherson called the meeting to order at 9:32 a.m.

2. Welcome Remarks

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

He then introduced Mayor Robert Lefebvre who welcomed everyone to Hawkesbury. Hawkesbury is located equidistant between Ottawa and Montreal and has a strong labour force living and working in the municipality. He provided information about his background in municipality government. The Hawkesbury OPP Detachment Board is comprised of 10 members representing 5 communities. The Detachment Board provides an opportunity to communicate, have visibility and therefore, an impact on the community. In order to be successful, the Board needs the three C's – communication, coordination and collaboration. He wished everyone an enjoyable meeting.

3. Approval of Agenda

**Moved by Michel Vermette, Lanark County
Seconded by Bill Roberts, Prince Edward County
THAT the agenda be approved as circulated.**

CARRIED

4. Approval of the Minutes

Moved by Sylvie Millette, Hawkesbury

Seconded by Denis Roberge, Russell

THAT the minutes of the OAPSB Zone 2 meeting held in Casselman hosted by the Municipality of Casselman on Friday, June 20, 2025 be approved as circulated.

CARRIED

5. Business Arising from the Minutes

None

6. Secretary-Treasurer's Financial Report

Diane Smithson, Secretary-Treasurer provided a summary of the financial statement indicating a bank balance of \$3,290.56 to September 18, 2025. The Treasurer circulated a copy of the financial statement outlining the revenues and expenses that had transpired since the last report.

Moved by Patrick Dussault, Cornwall

Seconded by Gail MacAllister, Kingston

THAT the financial report to September 18, 2025 showing a bank balance of \$3,290.56 be approved as presented by the Secretary-Treasurer.

CARRIED

7. Updates

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

Mr. Wight provided the following updates:

- The IoP receives public complaints re: conduct of Board members, policy complaints, adequacy and effectiveness, etc. 1218 public complaints have been received since April 1, 2024 with only 132 still active.
- The IoP undertakes inspections with the following inspections undertaken:
 - Policing of Protests and Major events – Public Order Maintenance (2023-24) – Thematic inspection
 - Thunder Bay Police Services & Sudden Death & Missing Persons Investigation (2024-25) – Issue specific inspection. This report will be made public once finalized
 - Police Service Response Times (2026 – TBD) – Thematic Inspection
- The IoP has issued six (6) Advisory Bulletins since Fall 2024.
- A number of other Bulletins are coming on topics such as Board meeting requirements, secondary activities, Special Constables, Waterways Policing
- Court Security – the IoP is thinking about reviewing this matter and how it is handled
- Research and Data Collection - Police Service Information (PSI) and Police Service Board (PSB) Information will be launched in October 2025 – a

dashboard is under development on 2024 PSI and PSB. It is being operated as a pilot project with feedback being obtained from pilot project members. The information will be shared first with pilot project members and then will be publicly available

- Response Times – consultation is completed with the Big 12 police services and the OPP. Research is beginning September 2025 with the findings expected to be released in the Spring of 2026.

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

b. Lisa Darling, OAPSB Executive Director

Ms. Darling provided the following updates:

- A new strategic plan has been completed for 2026 – 2029. The OAPSB is in a rebuild and stabilization phase trying to solidify their purpose
- The organization is being rebranded as Police Governance Ontario (PGO) and she showed their new logo. The website will be updated January – February, 2026 which will officially launch in January 2026.
- The organization's third newsletter will be issued by the end of September
- The OAPSB is creating partnerships with the CAPG, OACP, PAO and IoP
- They will be sharing webinar services with the CAPG / PGO
- They will be parallel-hosting the annual conference between the OACP / PGO in Niagara from June 3-5, 2026. There will be parallel sessions and some crossover sessions. Detachment Boards will have sessions Sunday-Tuesday with Municipal Boards attending Monday-Wednesday
- The PAO, OACP and PGO will be jointly hosting a labour conference in February 2026
- The OAPSB is working to strengthen the Zones. Funds will be paid into the OAPSB in 2026 and will then be disbursed to the Zones so that Boards only have to pay one entity
- In terms of advocacy, Bail Reform and the Provincial Government appointment process are still areas of focus
- Spoke about the Answer the Call Campaign – A recruitment campaign across the province. A link on the OAPSB website is linked to the tool on the OACP website.
- Lisa will give a presentation at the next meeting on the Answer the Call tool
- A policy manual is being worked on for Detachment Boards and one for Police Service Boards
- The OAPSB has a new LinkedIn Series – Expert Partner
- Education – new online session October 6, 2025. Go to the OAPSB website for details
- Details of the OAPSB training program for 2025-2028 was shown
- The Transfer Payment Agreement (TPA) with the Government to provide for Board training is still being worked on and is expected soon.

- Boards were encouraged to budget for training. It is suggested that so many hours of training per board members be required and also for Boards to consider whether per diems will be paid when members attend training

After Ms. Darling had provided her update, an opportunity was provided for members to ask questions. After all questions had been addressed, Vice-Chair McPherson thanked Ms. Darling for her update.

Gail MacAllister, Chair of Kingston PSB advised the members that their Board has created a LinkedIn account to share information and obtain information from others. She encouraged other Boards to do the same.

8. Delegations

a. Detective Staff Sergeant Chad Culbert, OPP Re: Community Street Crime Unit

Detective Staff Sergeant Culbert started his presentation by providing his background. His presentation included the following information:

- The unit began in 2017 with a mandate to safely and effectively conduct street level property and drug investigations. These are low to medium drug investigations with the higher level, biker gang drug investigations being undertaken by the Drug Enforcement Unit
- The unit is comprised of 45 members with five (5) teams in Eastern Ontario; many officers use this as a great learning experience to move onto more specialized roles
- The unit is considered intelligence lead policing with analytics being important to the unit as it highlights trends within communities
- The unit cultivates information from community sources i.e. confidential informants or concerned citizens
- The East Region has the highest statistics in Eastern Ontario with over 1500 occurrences so far this year with 1880 last year; 763 people have been charged this year; over \$35 million in drugs seized in 2024 across the Province with \$10 million in Eastern Ontario; 977 weapons seized and \$1.5 million in currency
- A few investigations were highlighted in various communities within Eastern Ontario

After the presentation and all questions had been addressed, Vice-Chair McPherson thanked Detective Staff Sergeant Culbert for his presentation.

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

b. Chief Superintendent Lisa Wilhelm, East Region Re: Providing information on her background, her priorities and information on important and timely policing matters that are the focus of the OPP

Chief Superintendent (CS) Wilhelm started her presentation by providing her background. Her presentation included the following information:

- She is the Regional Commander for East Region
- She believes in efficient and effective policing and seeking purpose in her role
- She spoke about the Strategic Plan for the Region
- Her priority areas are the people, the work and the communities she serves. Two (2) Superintendents, a Civilian Manager (Director of Support Services) and 15 Detachment Commanders report to her
- In 2024, 73 new recruits were hired; in 2025 there are 83 new recruits
- She believes in mentorship, coaching and training and spoke about training of the new leaders
- The OPP's program is called People Centred Leadership with all leadership roles receiving the training which includes 13 psycho-social factors leaders should be aware of to help them in their roles
- The OPP is currently undertaking Phase II of the program which includes a survey to 1400 members in East Region. The survey closes September 26, 2025

Numerous questions were asked of CS Wilhelm involving topics of recruitment, communication and hiring of a Detachment Commander. After all questions had been addressed, Vice-Chair McPherson thanked CS Wilhelm for her presentation.

In a future meeting, the Secretary will try to arrange for a session on Recruitment in both the OPP and focussing on Police Services.

c. Mr. Brian Wilson, Director of Public Safety / Fire Chief for the Town of Hawkesbury

Re: Topic: Importance of relationship building BEFORE major emergencies
Based on numerous municipal and international emergencies, Brian will share some experiences and stories that reinforce the importance of emergency services leadership building strong working relationships in advance of major emergencies to allow for better collaboration during emergencies. Specific examples from the 2017 & 2019 flooding events in Clarence-Rockland will be shared and discussed with examples of direct benefits to improve overall response during these emergencies.

Mr. Wilson started his presentation by providing his background. His presentation included the following information:

- Reviewed the importance of pre-emergency collaboration including mutual understanding, streamlined coordination and quicker decision-making
- It is important to have protocols in place for timely information sharing and enhancing response to ensure efficiency and effectiveness when an emergency does occur
- Police Service Boards influence pre-emergency collaboration
- He reviewed provisions in the Community Safety and Policing Act with respect to Strategic Planning and providing directions to the Chief
- Joint training and simulation exercises provide an opportunity to practice coordination, identify gaps and build familiarity

- Regular interagency meetings and workshops facilitate open communication, build strong relationships and share knowledge and resources
- Developing unified command structures clarify leadership roles and decision-making authority
- It's important to overcome challenges in relationship building by recognizing organizational cultures, respecting varying procedures, bridging any gaps and remaining committed to regular engagement
- Reviewed past case studies and best practices to identify lessons learned

After the presentation, Vice-Chair McPherson thanked Mr. Wilson for his presentation and provided an opportunity to ask questions.

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

9. New Business

None

10. Membership Input

None

11. Upcoming Meeting Dates and Locations

April 24, 2025 – Prescott

June 19, 2025 – Lanark County (Perth)

September 25, 2025 - Cornwall

12. Adjournment

Moved by Denis Roberge, Russell

Seconded by Marty Carr, Ottawa

THAT the meeting be adjourned at 12:59 p.m.

CARRIED

Ed McPherson, Vice -Chair

Diane Smithson, Recording Secretary

Attendance Record		Host: OAPSB Zone 2 Meeting	
Meeting Date:	September 19, 2025	Location: Hawkesbury, ON	
Name	Board Name	Email Address	Phone
Jeanne Charlebois	Councillor Hawkesbury	jcharlebois3@hawkesbury.ca	613 678-0691
MICHELLE LALONDE	HAWKESBURY DETAIL	ISA.MURPHY@BELL.CA	613-678-1768
Jacques Desrosiers	Hawkesbury P.S.B.	jgagnon@outlook.com	613-676-6011
Sylvie Millette	CLAMMONT REP	smillette@prescott-russell.on.ca	613-366-0097
Denis ROBERGE	RUSSELL OPP	DENIS_JR.-ROBERGE@HOTMAIL.COM	613-606-3607
Corantine Mammari	Russell County OPP	corantine.mammari@russell.ca	613-298-6351
Millie Bourdeau	Russell Twp	millie.bourdeau@russell.ca	613-913-0295
Gail MacAllister	Kingston	macallisa2@outlook.com	613-888-9833
Lorie Sargeant	Kingston	lsargeant@kpf.ca	613-876-6984
Lisa Dunning	OAPSB	lisadunning@OAPSB.ca	705-238-9439
Michelle Urquhart	Laurel	MURKHART@OUTLOOK.COM	613 292 6545

Attendance Record		Host: OAPSB Zone 2 Meeting	
Meeting Date:	September 19, 2025	Location: Hawkesbury, ON	
Name	Board Name	Email Address	Phone
Rob Tripp	Renfrew	tripp.r@greatermcdowdaskg.ca	613 853 1037
Steve Pegrum Cassidy Hill	Frontenac Prince Edward County	spgramm@smithfrontenac.net chiff@judicom.ca	613 328-3076 647 403-4628
Tina Chamberlain Mary Carr	Lennox & Addington Ottawa	tinam1967.tc@gmail.com Mary.Carr@ottawa.ca	613-214-4953 613 620 6339
Bill Roberts	Prince Edward Cty Stormont Dundas	wdroberts@hotmail.com	613-476-3387
Todd Lalonde	Stormont Dundas	tlalonde9c@cokeco.ca	613 330 1647
Patrick Dussault	Cornwall	dussault.p@cornwallpolice.com	613-363-5488
Geleen Wight	IOP	geleen.wight@ontario.ca	468-71347

Attendance Record		Host: OAPSB Zone 2 Meeting	
Meeting Date:	September 19, 2025	Location: Hawkesbury, ON	
Name	Board Name	Email Address	Phone
Diane Smithson	OAPSB Zone 2	dsmithson@ca16tonplace.ca	613-257-6255
Ed Napier	OAPSB Zone 2	enapier@senecapark.ca	613-430-4791
Robert Lafabre	Hawkesbury OPP Board	* r.lafabre@hawkesbury.ca	613.678.0511
Lyndee Sawyer	Hawkesbury OPP Bd.	lyndee.sawyer@hawkesbury.ca	613 677 8105
Ann Gauthier	DEC Hawkesbury	ann-gauthier@dec.gc.ca	617-644-7103
Lisa Wilhelm	Chief of Police	Lisa.Wilhelm@opp.ca	613-430-9195

Inspectorate of Policing

Zone Meeting Updates

September 2025

Agenda

1. Current Status: Public Complaints
2. Inspections
3. Advisory Bulletins
4. Research and Data Collection

Current Status: Public Complaints

- **Since April 1, 2024, we have received 1218 public complaints** in the following categories:
 - Complaints regarding the delivery of adequate and effective policing in specific communities;
 - Police service board member conduct;
 - Board policy and/or chief's procedure complaints;
 - Matters related to incidents prior to the CSPA coming into force;
 - Disclosures of misconduct;
 - Officer conduct issues (require referral to LECA); and,
 - There are currently 132 active investigations in progress.
- **Complaints received may be subject to different processes** or outcomes, including:
 - Subject to IoP investigations or issue-specific inspections;
 - Did not meet our mandate and screened out as no jurisdiction;
 - Referred to LECA under section 155 of the CSPA; or
 - Refusals under section 106(2) or 107(2) of the CSPA.
- Inspection Finding Reports resulting from an inspection will be posted on the IoP website.

Advisory Bulletins

- Since Fall of 2024, the IG has released six Advisory Bulletins.
- Advisory Bulletins leverage the IG's statutory duty to advise policing entities on compliance with the CSPA and regulations.
- Bulletins provide information and advice on the interpretation of legal requirements and share leading practices to support implementation, with a focus on providing clear answers to questions from the sector and identifying opportunities to promote the good work of individual boards and services for provincial benefit.
- Future Advisory Bulletins may include the following areas:
 - Board Meeting Requirements
 - Secondary Activities
 - Special Constables
 - Waterways Policing

Our Current and Future Inspections

- The Policing Inspections Unit **conducts large-scale inspections** that result in actionable outcomes to improve police performance and governance in Ontario and ensure compliance with the CSPA and its regulations.

Inspections to Date (as of August 2025)	Scope
<i>Policing of Protests and Major Events: Public Order Maintenance in Ontario</i> (2023-2024)	Thematic inspection on the provision of public order maintenance under the <i>Police Services Act</i> . Released on May 28, 2025
<i>Thunder Bay Police Service: Sudden Death and Missing Persons Investigations</i> (2024-2025)	Issue-specific inspection of the Thunder Bay Police Service in undertaking investigations of sudden death and missing persons, with a focus on the common issues between the three complaints, systemic issues and oversight recommendations to date.
<i>Police Service Response Times</i> (2026-TBD)	Thematic inspection of police service dispatching and response times in Ontario.

Data Collection and Research

- **Police Service Information (PSI) and Police Service Board Information (PSBI)**
 - Dashboard development on 2024 PSI and PSBI data in progress.
 - Participants of the pilot will have an opportunity to review the dashboard data and provide feedback.
 - Subsequently, it will be shared across the policing sector.
- **2025 Data Collection**
 - PSI and PSBI will be launched in October 2025 – The Policing Insight Statement (PIS) will be integrated into both PSI and PSBI.
 - It will be shared with the pilot group for feedback prior to launch.
- **Response Times**
 - Consultation with 12 Police Services and the Ontario Provincial Police has been completed.
 - The IoP will conduct ride alongs and shadow the communication centers to support research on response time beginning in September 2025.
 - Research findings will be consolidated into a report scheduled for release in Spring 2026.

Questions?

QUARTERLY NEWSLETTER

WWW.OAPSB/NEWS/NEWSLETTER



July – September 2025

Top Features

Message from Chair
Message from Executive Director
Board Information Update
Message from the IoP
Training Update
News from our Partners
Events & Engagement
Year-End Checklist



Message from the Chair

As we enter the fall season, this is a moment to re-establish focus and reaffirm the leadership role of police service boards in helping to shape the future of community safety. Governance in policing is not merely about compliance with legislation; it is about guiding police services through complex challenges with foresight, accountability, and a commitment to public confidence.

Over the summer, the OAPSB has been advancing work that positions boards to lead with greater clarity and influence. We are refining our advocacy agenda with government, enhancing training to reflect both the letter and the spirit of the Community Safety and Policing Act, and developing practical tools that will assist boards in overseeing budgets, evaluating performance, and engaging communities with credibility.

This fall, three strategic priorities will continue to guide our collective efforts:

- Strengthening Capacity and Implementation – ensuring boards have the frameworks and supports needed to govern effectively under the new Act.
- Embedding Evidence and Data in Oversight – enabling boards to make informed decisions and demonstrate accountability through transparent, outcome-focused measures.
- Amplifying the Voice of Boards – representing member perspectives at the provincial level and reinforcing the essential role of governance in public safety debates.

I encourage every board to take this season to set clear priorities, invest in governance excellence, and demonstrate leadership in public safety discourse. Together, we can elevate the profile and impact of police governance in Ontario.

Sincerely,

Alan K. (Al) Boughton
Chair, Ontario Association of Police Service Boards



Message from the Executive Director

As we look toward the future of policing and public safety in Ontario, the role of governance has never been more important. This edition highlights the principles and practices that help boards build trust and strengthen effectiveness. Here are some key principals we have been working on to support boards on their journey to good governance.

Building Trust and Effectiveness: Principles and Best Practices for Good Governance in Policing and Public Safety

Strong governance is the foundation of effective policing and public safety. Across Ontario, police governance boards play a vital role in shaping the integrity, transparency, and responsiveness of law enforcement. The Ontario Association of Police Service Boards is committed to advancing governance that earns public trust and delivers meaningful results.

Transparency Builds Confidence

When decisions are made openly and information is shared clearly, communities feel empowered. Transparency is more than publishing reports. It means inviting the public into the conversation, explaining the rationale behind policies, and ensuring that oversight is visible and meaningful. Boards that embrace transparency foster a culture of trust that strengthens every aspect of public safety.

Accountability Drives Performance

Accountability is the engine of improvement. Police governance boards must hold their organizations to high standards while also reflecting on their own practices. This includes monitoring outcomes, reviewing conduct, and ensuring that policies align with community values. The OAPSB supports ongoing education and training for board members so they can lead with clarity and confidence.

Ethical Leadership Sets the Tone

Leadership is not just about authority. It is about example. Ethical leadership means making decisions that reflect fairness, respect, and a deep understanding of the communities we serve. Boards must champion equity, uphold human rights, and ensure that every policy reflects the dignity of all individuals. The OAPSB promotes inclusive governance that mirrors the diversity of Ontario and prioritizes the well-being of every resident.

Community Engagement Strengthens Legitimacy

Governance must be grounded in dialogue. When boards listen to their communities, they gain insight, build relationships, and create policies that reflect real needs. Engagement is not a checkbox. It is a continuous process of learning, adapting, and collaborating. The OAPSB encourages boards to go beyond consultation and build lasting partnerships with the public.

The OAPSB is proud to share expertise, insights, resources, and updates through our website and LinkedIn page. We invite you to follow us, explore our work, and join the conversation about what good governance looks like in practice. Together, we can build a public safety system that earns trust, reflects community values, and delivers results.

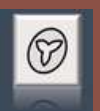


Lisa Darling, M.O.M.
Executive Director,
Ontario Association of Police Service Boards

Website: <https://oapsb.ca/>

Follow Along & Connect

Look for Our App available for iPhone and Android



Stronger Oversight: Ideas for Boards

Ontario's governance system is evolving, and boards are at the center of that change. Municipal Boards, OPP Detachment Boards, and First Nations Boards each face distinct challenges, but all share the goal of stronger oversight and safer communities. This section highlights the most pressing priorities and practical steps boards can take right now.

Municipal Police Service Boards

Stronger Oversight Starts in Your Own Boardroom

Municipal boards must evolve beyond periodic oversight. In a shifting legislative and societal context, your board should lead on governance culture, transparency, and public trust. The priorities below highlight both the ongoing responsibilities that define strong governance and the immediate issues requiring attention before year end.

- Governance budgeting is mission critical

Plan a dedicated governance budget line. Allocate funds for training, independent reviews, strategic planning, community engagement events, and board evaluations. Even small investments pay dividends in decision quality.

- Transparency builds legitimacy

Publish agendas, minutes, performance metrics, and annual reports in accessible formats. Use plain language summaries so the public can clearly follow decisions and outcomes.

- Accountability must be more than a checkbox

Develop a dashboard of oversight metrics including complaints trends, use of force reports, training compliance, and policy update status. Review these quarterly in public meetings and track follow up actions.

- Community engagement is essential

Use structured feedback tools such as surveys, workshops, and town halls. Report back publicly on what you heard, what changes you are making, and why. Boards must own the conversation, not simply listen.

- Use the **New** Governance Insights Section

The OAPSB Governance Insights series has covered topics like public feedback, meeting cadence, and the oversight mindset. Share these insights at the board table and use them as prompts for discussion and reflection. [See Governance Insights](#)

What needs your focus right now

- Review your policy register against the Community Safety and Policing Act and the new Protect Ontario Through Safer Streets and Stronger Communities Act (Bill 10, 2025). Confirm that your policies are current.
- Request a report from your Chief summarizing public order deployments in 2024–25 and ensure your board policy reflects provincial standards and local risks.
- Ask how your service plans to comply with the twelve guardrails issued by Ontario's Information and Privacy Commissioner for Investigative Genetic Genealogy.
- Request a briefing on the Ontario Association of Chiefs of Police 2025 resolutions which touch on investigative standards, broadband access for policing, and resource supports. Confirm what these mean locally.

OPP Detachment Boards

High Expectations, Practical Steps

Detachment boards operate under unique circumstances. Many are still establishing themselves, often in municipalities that have never had a police board. Administrative support varies, and the new multi-municipality structure adds layers of complexity. Despite these realities, the expectations for governance and oversight are now clearer in legislation. The focus needs to be on steady progress and building confidence in the role.

- Budgeting for governance

Boards sometimes rely heavily on municipalities for funding, which can limit independence. As budget season approaches, it is worth developing a dedicated board budget that covers governance needs such as training, legal advice, communications, and secretariat support.

- Reflecting local priorities

Detachment boards are responsible for multiple communities, each with unique needs. Reviewing local Community Safety and Well-Being (CSWB) plans and aligning them with board discussions helps preserve those differences while still working within the larger detachment framework.

- Strengthening engagement and transparency

Public engagement is particularly important for detachment boards, given the complexity of serving several municipalities. Consider communication strategies that include plain-language reports, rotating town halls, or digital surveys to build visibility and trust.

- Laying governance foundations

Some boards are still in the early stages of establishing bylaws, codes of conduct, and terms of reference. Building these tools now provides clarity for members and consistency across meetings.

- Navigating structural questions

Boards may need to clarify their insurance coverage, reporting expectations, and responsibilities under the Inspectorate's risk-based compliance framework. These are areas where guidance continues to evolve, and where proactive planning can help avoid confusion later.

What to focus on right now

- Begin preparing a board-specific budget for the upcoming municipal budget cycle.
- Review CSWB plans across your detachment and identify how they can inform local policing priorities.
- Develop a simple engagement plan to connect with residents in all municipalities within your detachment.
- Finalize foundational documents such as procedural bylaws and role descriptions.
- Seek clarity on insurance and reporting requirements to ensure compliance with the CSPA and Inspectorate expectations.

Use the resources available

Boards do not need to tackle these challenges alone. The OAPSB's Governance Insights section provides practical ideas, tips, and real examples that apply to all board types. Discussion Groups offer a cost-effective way to connect with peers, share templates, and problem-solve common challenges. Together with training programs and board resources, these supports are designed to help boards meet their obligations even when financial resources are limited.

First Nations Police Boards

A Distinct Path to Oversight and Community Safety

First Nations police boards carry a unique responsibility: to reflect Indigenous values while meeting oversight obligations under the Community Safety and Policing Act. Their approach emphasizes community legitimacy and reconciliation alongside regulatory compliance. This balance is essential for building trust and sustainable governance.

Culturally rooted governance

Many First Nations boards place priority on healing, cultural safety, relational accountability, and restorative justice. Oversight is most effective when it respects tradition rather than applying a one-size-fits-all model.

Tripartite and negotiated frameworks

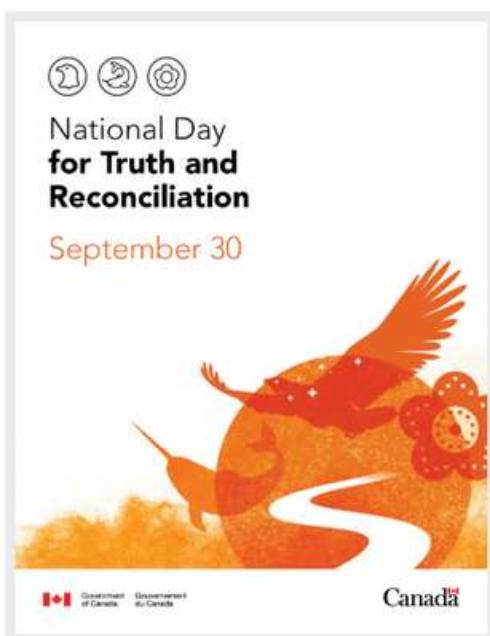
First Nations policing is shaped by agreements between federal, provincial, and First Nation governments. In Ontario, regulations under the CSPA define the policing area for a First Nation board, requiring careful coordination.

Flexibility in oversight

Boards may adapt certain policies to fit community realities while still maintaining transparency and fairness. A practical, culturally respectful approach helps ensure both compliance and legitimacy.

How OAPSB can help

Provide adaptable templates, policies, and oversight tools through the member portal.
Facilitate peer-to-peer learning and discussion groups tailored to First Nations board members.
Support orientation and training that blend statutory obligations with Indigenous perspectives on governance and community safety.



National Day for Truth and Reconciliation

September 30 is Canada's National Day for Truth and Reconciliation. It is an opportunity to reflect on the legacy of residential schools, honour survivors, and commit to ongoing reconciliation efforts in our communities. Police boards, in particular, have a role to play in ensuring oversight practices respect Indigenous voices and values.

Access Government of Canada resources [here](#)



Inspectorate of Policing Spotlight: What Boards Need to Know from the Inspector General of Policing's 2024 Annual Report

In July, I released my [2024 Annual Report](#) that details the Inspectorate of Policing's (IoP) first year of operations under the Community Safety and Policing Act (CSPA). My report, *On the Road to Excellence: A Year of Progress and Purpose*, highlights how Ontario's policing system is performing and how police service boards play a critical role in shaping the future.

Building a Culture of Data-Informed Decision-Making

One of the most significant developments highlighted in the report is the IoP's work to build a province-wide data and knowledge hub. This initiative is designed to support boards and police services in making more informed, evidence-based decisions when it comes to police governance and operations. Through tools like the Police Service Boards Information Form and the Policing Insight Statement, boards are invited to contribute data that reflects their local realities, challenges, and innovations.

This collaborative data effort is about creating a shared foundation for understanding what's working, where gaps exist, and how we can collectively improve. The IoP's approach emphasizes minimizing administrative burden while maximizing the value of insights. Boards that engage with these tools can expect to receive tailored feedback and interactive reports that help guide strategic planning, resource allocation, and performance evaluation. Over time, this shared data infrastructure will help build a clearer picture of policing across Ontario and support continuous improvement.

Navigating Oversight Through Partnership

The IoP's Enhanced Monitoring Framework is another key development that reflects a shift toward collaborative oversight. Rather than a punitive model, the Framework is designed to identify emerging issues early and work with boards to address them constructively. When concerns arise—whether related to governance, compliance, or systemic challenges—the IoP engages directly with boards to clarify expectations, offer advisory support, and co-develop action plans.

This process is grounded in transparency, fairness, and mutual respect. Boards are not left to navigate challenges alone; instead, they are supported by Police Services Advisors who bring sector knowledge and a problem-solving mindset. The goal is to ensure that boards have the tools, information, and guidance they need to fulfill their responsibilities effectively and confidently. Enhanced monitoring is a pathway to improvement, and boards are key partners in that journey.

Sharing Innovation and Leading Practice

Throughout my Annual Report, I highlight examples of innovation and leadership from police services and boards across Ontario. These stories—ranging from mental health response teams to youth engagement initiatives and diversity-focused recruitment strategies—demonstrate the policing sector's commitment to evolving and responding to community needs.

The IoP is working to create spaces where these practices can be shared, adapted, and scaled. In the Report, I detail future plans for an IoP Centre of Excellence, annual Inspector General Roundtables, and an IoP Advisory Collaborative, all designed to bring boards, chiefs, and oversight bodies together to exchange ideas, tackle common challenges, and improve performance across Ontario's policing sector. These initiatives reflect a belief that the best solutions often come from within the sector itself—and that by connecting people and ideas, we can raise the bar for everyone.

My 2024 Annual Report reinforces a powerful message that effective oversight builds public trust. Future annual reports will increasingly focus on the state of policing across the province—drawing on data, inspections, and sector-wide insights. With the right focus on transparency, accountability and collaboration, Ontario's policing system is well-positioned to meet the evolving needs of communities across the province.

Tools and Resources

[Visit the Member Portal](#)

Your OAPSB website: the hub for governance

The OAPSB website remains your go-to source for policies, templates, training, and the Governance Insights series. Content is continuously being streamlined so you can find what you need quickly. Have a look at the news tab, the new Governance Insight tab and the reorganizing going on in member resources.

A new website is coming soon that will be:

- Simpler to use with clear navigation.
- Built for growth so new resources can be added easily.
- Connected so one login links the portal, the app, and future training tools.

Don't forget about our Mobile app!

The OAPSB app for Apple and Android gives you direct access to resources and updates wherever you are. It will continue to grow alongside the new website.

Keep your board connected!

Some boards are still missing member contact details in Growthzone, the database we use for primary communication. To make sure all members have access to training, events, and resources, board contact details in the CRM should be reviewed regularly. Administrators play a key role in updating records, with chairs helping to ensure the process is complete.

Events & Engagement

Stay connected, stay informed

OAPSB provides members with a central hub for learning and engagement. Alongside OAPSB's own training sessions and peer discussions, we also share events and learning opportunities from our sector partners. Together, these touchpoints give members practical, affordable ways to strengthen governance. Register for events at <https://oapsb.ca/events/>

Trauma Informed Policing Conference - **October 2 & 3**



TRAUMA-INFORMED POLICING CONFERENCE
OCTOBER 2-3, 2025

VOICES OF CHANGE

Dr. Judy Carrington
Deputy Chief, Toronto Police Service

Kimberly Black
Public Safety Officer, Ontario Provincial Police

Dr. Carmen Gill
Professor, University of New Brunswick

CONFERENCE FOCUS AREAS
SHAPING THE FUTURE OF POLICING

- ▶ **UNDERSTANDING TRAUMA & ITS IMPACT**
Explore how trauma shapes thoughts, emotions, and decision-making in policing.
- ▶ **THE 4C FRAMEWORK**
Learn how the 4C framework offers police services a roadmap for a trauma-informed organization.
- ▶ **CREATING TRAUMA-INFORMED CULTURE**
Embed supportive practices and feedback strategies into every level of service.
- ▶ **STRENGTHENING OFFICER WELL-BEING**
Equip members to manage trauma, emotionally and personally.
- ▶ **AND MORE!**

LOCATION
Hyatt Regency
600 Cedar Avenue, L4B 1B1
Brampton, ON

REGISTRATION
Early Bird: \$150
Full: \$200 (Sept 11, 2025)

Standard Rate: \$75
After Sept 11, 2025, the standard registration rate will be \$75.

ACCOMMODATIONS
Group Rates at B&C Inn right at the foot of Hwy 10
Shannon Barrie

RESERVE NOW!

QUESTIONS?
Contact your OAPSB representative or info@oapsb.ca

Critical Thinking in Police Governance — **October 6,**



OAPSB VIRTUAL SESSION

CRITICAL THINKING SKILLS

Did you miss the Spring Conference & AGM?
Did you not get a chance to attend the biennial session for Critical Thinking Skills?
Did you attend but would like to review the session again?
Then you're in luck!
These sessions are FREE but registration is required.

Critical thinking in police governance - synchronous online offering.

This session provides an opportunity to enhance personal and professional critical thinking skills to real-world problems, as well as specific police governance issues.

During the session your trainer, Linda Stoyles, will discuss strategies to foster critical-thinking skills and engage the participants in self-reflection and metacognition activities that further develop one's ability to think critically. Practical application through the use of desktop scenarios/case studies based on realistic and relevant challenges to police governance bodies will be included.

2 SESSIONS TO CHOOSE FROM
8 SEPTEMBER 2025 OR 6 OCTOBER, 2025
18:00 - 19:30

FIND MORE INFORMATION AT
WWW.OAPSB.CA

Building Bridges at Blue - Evidence Based Policing Conference - **October 9 & 10 - Currently Sold Out**



Events & Engagement

Member Discussion Groups

Discussion Groups remain one of the most effective ways for boards to share challenges and find solutions together. Whether it's navigating the CSPA, preparing budgets, or improving community engagement, these sessions connect members with peers who face the same issues. These sessions are free with your membership but registration is required. Upcoming dates and registration are available through the Member Portal.



DISCUSSION FORMAT

Updates
Any previous open follow-up items and answers.
Updates from Ministry & ISP

Best Practice Sharing
Share and learn from your peers.
Ask questions that are top of mind for your board.

Discussion Groups
The Ontario Association of Police Service Boards (OAPSB) invites you to participate in our enriching discussion groups. By engaging in meaningful conversations with fellow community members, experts, and stakeholders, you can exchange valuable ideas and knowledge, share your insights, and learn from others' experiences.

Staying informed is another significant benefit of joining our discussion groups. You'll be up-to-date with the latest developments, trends, and challenges in policing, gaining access to exclusive information and resources that can help you make informed decisions.

Not a member of the OAPSB? Contact us for more information.

EVERY 3RD WEEK
Monthly
12:00 PM

TUESDAYS
Admin & Municipal Staff

THURSDAYS
Board Members

<https://oapsb.ca/events/>
training@oapsb.ca

Partner Webinar: GIS in Policing — **October 22**, hosted with Esri Canada.

GIS: The Backbone of Modern Policing

Geographic Information Systems (GIS) are no longer “tech nice-to-haves”, they are the foundation of modern policing. By linking data to place and time, GIS helps police services move from reactive responses to proactive, intelligence-led strategies.

In this 90-minute session, Shaun Hildebrand from Esri Canada will demonstrate how GIS supports everything from resource deployment and offender management to court-ready evidence and community safety. Attendees will learn what it means for police boards tasked with oversight, accountability, and community safety.



OAPSB
EXPERT PARTNER SERIES
Presents.....

esri Canada

esri Canada
JOIN
Shaun Hildebrand
Manager | Law Enforcement | Esri Canada Evidence Based Policing Solutions

22 October 2025
11:30 AM - 1:00 PM
Virtual On-Line Event

REGISTER NOW

- Learn how GIS powers proactive, data-driven policing
- See real Ontario examples, including the Firearm Bail Compliance Dashboard
- Discover how GIS supports board oversight and accountability
- Understand the role of GIS in Community Safety and Well-Being planning
- Gain governance questions to bring back to your next board meeting
- Relevant for municipal, OPP detachment, and First Nations boards alike

Fall Labour Conference — **November 25 & 26**, Toronto. Registration details available on the OAPSB website.



SAVE THE DATE

2025
OAPSB
LABOUR CONFERENCE
NOVEMBER 25 & 26

HILTON TORONTO AIRPORT HOTEL & SUITES
5875 Airport Rd, Mississauga, ON L4V 1N1



Events & Engagement

Reflections from the CAPG Conference

Editorial By: Lisa Darling, M.O.M.

Earlier this year, I was fortunate to sit on a panel at the CAPG Conference in Victoria, BC. The topic of this panel was Building and Maintaining Effective Relationships Between a Police Service Board and Chief.

This is an area I am very passionate about. We have all observed or been apart of unhealthy relationships between employers and employees and many of us have also experienced the productivity that results from a healthy positive relationship rooted in safety and belonging.

Although this topic is directed at a Municipal and First Nation Boards audience, the foundation of this message is important for all of us to remind ourselves of everyday.

“A team is not a group of people that work together. A team is a group of people that trust each other” – Simon Sinek
Police Boards and Chiefs Must Build Trust, Not Walls

In Ontario, police boards hold a profound responsibility: ensuring adequate and effective policing for the communities they serve. Chiefs, in turn, develop and manage the operational plans that make this mandate possible, with frontline members carrying them out. It is a system that depends not on conflict, but on trust. Yet too often, we hear of adversarial relationships between boards and Chiefs; perceptions that boards care only about the numbers while Chiefs fight for resources. This perception is not only false; it is dangerous.

When boards and Chiefs approach each other as opponents, the entire policing ecosystem suffers. An adversarial approach stifles innovation, erodes transparency, and breeds irrational decision-making. Collaboration does not mean blurred lines or overreach; it means cultivating respect for distinct roles while working toward shared outcomes. It means taking the time to explain the “why” behind decisions, building trust step by step, and recognizing that leadership is, above all, a team sport.

Conflict is inevitable, but dysfunction is not. Most disputes arise from three things: a lack of transparency, a lack of inclusion, or a lack of communication. None of these are insurmountable. By creating space for open conversations, inviting perspectives, and ensuring expectations are clear, boards and Chiefs can transform disagreements into opportunities for growth.

The stakes are never higher than during crisis. In moments of tragedy, heightened public scrutiny, or media pressure, leaders must know they are not alone. A Chief who does not feel safe with their board—or vice versa—may operate out of fear and self-preservation rather than clarity and vision. This dynamic damages not just the individual, but the entire service. Boards must make clear, in words and in action, that they stand behind their Chiefs and their members. Public support reinforces internal strength; silence erodes it.

This extends to one of the most pressing but often overlooked responsibilities of governance: supporting the mental health of Chiefs and deputies. Police leaders shoulder extraordinary operational pressures, but it is the organizational pressures—the culture—that most often weigh heaviest. Loneliness, fear of judgment, and lack of support corrode mental well-being and decision-making. Boards must model openness, check in with leaders, and cultivate a culture where acknowledging vulnerability is recognized as strength. After all, if a Chief does not feel safe, how can they be expected to foster safety within their service?

Strategic planning and budgeting provide further opportunities for boards and Chiefs to lead together, not apart. Plans and budgets must not be treated as paper exercises; they are roadmaps that demand shared ownership, transparency, and courage. They require boards to understand the values driving their service, ensuring those values resonate with their own values and the expectations of their communities. Boards are required to make hard decisions. These decisions must be well informed and made with compassion and integrity.

Performance management, too, should never be punitive. Done well, it is a growth tool rooted in shared accountability. If outcomes fall short, boards must ask: where have we failed to provide support? Leadership is not about apportioning blame—it is about cultivating resilience and enabling constructive dialogue.

At the heart of all of this is one principle: safety. When boards and Chiefs work together with trust and respect, we not only fulfill our mandate but also model the culture of integrity, compassion, and resilience that our members and communities deserve.

It is time to move away from adversarial postures and toward collaborative, values-driven leadership. Because in the end, caring about what people care about is not weakness. It is strength. It is accountability. It is character.

Training & Development

Building Confidence and Capacity Through Learning



Linda Skoyles, M.Ed.
**OAPSB Training Specialist/Curriculum
Designer**

The Exit Interview as a Resource for Recruitment

With so much focus on recruitment in policing, and rightfully so, do you know what metrics or information your board is using to build your recruitment strategies?

Recently I read a research article “Leaving the Table: Organisational (in)justice and the relationship with police officer retention”, (Tyson, J. & Charman, S., 2025). The researchers conducted interviews to gather information about the increasing incidence of “voluntary resignation “by police officers in England and Wales. A situation not uncommon to police organizations worldwide.

Three (3) main themes emerged as to why officers were leaving voluntarily: (1) Lack of voice; (2) Lack of recognition of skills and experience; (3) Barriers to career development and progression.

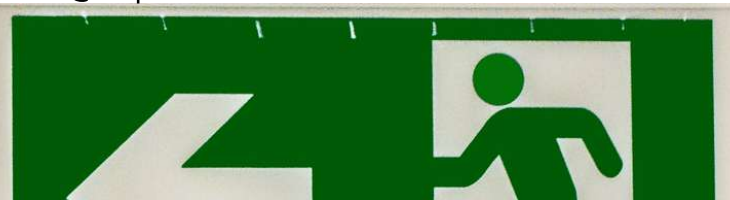
Although not the focus of the research paper, the authors did ask a relevant and critical question for police organizations and police governing bodies to consider. Are the information and feedback gathered from exit interviews considered when building recruitment and retention strategies. Understanding why people leave, is as valuable as asking them why they wanted to become a police officer in the first place.

In your governance role, consider asking these questions:

- Does your service have a standardized process for completing exit interviews?
- Is an exit interview offered? Who is responsible for facilitating or overseeing the interview?
- When offered, how many people accept the offer and participate in the exit interview? (this number can provide critical insight).
- Are the responses or the process documented, or simply engaged in as ‘casual’ conversation? If the process is not recorded or reviewed, why not? And finally,
- What valuable information might your service or detachment board be losing by not analyzing this information and including it in your recruitment strategy?

The value in learning why people leave is undeniable in its relevance to recruitment and retention. Reflect on the three (3) themes identified in this research when developing your recruitment strategy to build for the future retention of your valued members.

Share your feedback or topic suggestions with Linda at linda@oapsb.ca.





Partner Perspective

Insights from Experts across the Policing Sector

OAPSB is proud to collaborate with partners who share our commitment to strong, effective police governance. In this issue, we feature contributions from organizations across the policing landscape, each offering tools, ideas, or perspectives that boards can put into practice.

These perspectives are not endorsements. They are curated contributions that bring forward timely issues, research, and innovations. By engaging with our partners, members gain a broader view of the challenges and opportunities shaping policing in Ontario today.

Look for:

- Practical tools that support your board's oversight role
- Updates on sector trends, from technology to training
- Thought leadership that can inform your discussions at the board table

Partner submissions will continue to appear in future editions, giving members access to a wide range of expertise and resources.

In this issue we are pleased to share the following contributions from our partners, each selected for their relevance to board governance and oversight.

GIS: The Backbone of Modern Policing



Geographic Information Systems (GIS) are transforming how police services operate. By connecting data to location, GIS empowers law enforcement to visualize crime patterns, predict incidents, and deploy resources proactively. This shift from reactive to data-driven policing enhances both public and officer safety.

GIS enables officers to respond to persistent community concerns—like drug activity or traffic violations—based on time, location, and complaint history. It also strengthens courtroom articulation by linking actions to documented data.

One of GIS's most powerful capabilities is real-time inter-agency data sharing. Tools like the Firearm Bail Compliance Dashboard, developed by Toronto, Durham and Ontario Provincial Police Services, track violent offenders across jurisdictions, aiding investigations and improving situational awareness. This initiative is expanding to all Ontario police services.

GIS also supports community well-being. Officers can locate nearby shelters or services and provide accurate referrals, improving outcomes for vulnerable individuals.

From offender management to missing persons, GIS integrates multiple datasets to deliver actionable intelligence. Officers receive real-time alerts and location-based insights, enhancing safety and effectiveness.

For Police Services Boards, GIS is a strategic investment—driving smarter decisions, better service delivery, and safer communities. It's not just a tool; it's the foundation of modern policing.

OAPSB Member Benefit: Medallion Insurance

Did you know that OAPSB members now have exclusive access to the Medallion Group Home and Auto Insurance Program by McFarlan Rowlands. This program offers discounted rates, flexible payment options, and dedicated member support, extending valuable coverage to both sworn and civilian members.

- Do all employees/members qualify?

Yes. With a group program in place for your association, all sworn and civilian members are eligible.

- What are the discounts available?

As a broker, we represent multiple insurance company partners with varying group discount tiers ranging from -5% to -25%. The OAPSB program provides the same discount for members as our police association groups, across the province.

- Is this program only for homes and cars?

No. The program has products available for all your personal insurance needs including boats, cottages, snow machines, ATV's, motorcycles etc.

- Are there any additional benefits?

Yes. Unlike regular retail insurance policies, additional savings are available with no added 3% service fee for monthly payment plans. Also, unique add-on coverages are included, only in group programs.

- Are you a call centre and where are you located?

No, Medallion is not a call centre and will you speak directly with your dedicated Member Services Account Manager. Our head office is located in Kitchener, Ontario.

- How do I obtain a quote?

Simply contact us by phone, email or visit our website to speak with a Broker regarding your insurance needs.



The graphic features the Medallion logo at the top, which consists of a yellow circle with a stylized 'M' and the text 'Medallion GROUP INSURANCE FOR FIRST RESPONDERS by McFarlan Rowlands'. Below the logo are three circular photos of people. The main text reads 'OAPSB Group Home & Auto Insurance Program' and 'Partner of First Responder Associations, for Over 50 Years'. A list of benefits includes: Over 10,000 Members strong, Exclusive discounts, MyMedallion Member portal, No fee monthly payment plans, In-house claims adjusters, Dedicated Member Services Broker, and Access to funding for community initiatives. A yellow button says 'Contact us for a quote!' with the phone number 1-800-339-9935, website www.medallioninsurance.ca, and email memberservices@mcfr.ca. A QR code is also present. At the bottom are icons for a car, motorcycle, house, and boat.

Driving change for women in policing

30Forward is a national movement, inspired by the U.S. 30×30 initiative, and tailored to the Canadian context. Its goal is clear: recruit, retain, and advance more women in policing while fostering an inclusive and supportive workplace culture.

Women remain underrepresented, especially in leadership roles, yet research shows that greater representation leads to stronger community engagement, higher public trust, and more effective policing. Persistent barriers such as recruitment challenges, workplace culture, work-life balance, and limited mentorship opportunities must be addressed.

30Forward focuses on five priorities:

- Recruitment and hiring
- Retention and family support
- Mentorship and leadership development
- Allyship and inclusive culture
- Building a national resource hub

The 30Forward Pledge launches at the CAN-SEBP Building Bridges Conference on October 9, 2025. It sets measurable commitments and accountability benchmarks to ensure equity and culture change across the policing profession.



The logo features a large yellow '30' followed by the word 'FORWARD' in blue. Below it is the tagline 'Shifting Culture, Inspiring Future Leaders' and the website 'Learn more at 30Forward.ca'.

Partner Perspective

Understanding the Value of Policing: Insights for Police Governance



At the upcoming OAPSB Labour Conference, Malatest will present findings from a landmark study conducted with RCMP K Division on the value of policing. This research offers a comprehensive framework for assessing the social and economic impact of police services; a timely resource for Boards seeking to align investments with measurable outcomes.

In addition to this study, Malatest can share tools that support evidence-based oversight including:

- **Social Return on Investment (SROI):** Quantifies the impact of policing expenditures to support funding decisions and public accountability.
- **Time Use Studies:** Analyze how officers allocate their time, informing staffing models and contract negotiations.
- **Performance Measurement Frameworks:** Track operational effectiveness and guide service improvements.
- **Labour Market Research:** Identify recruitment challenges and training gaps to support workforce planning.
- **Additional Services:** Including employee engagement, evaluations, and tailored data collection to meet governance needs.

We are looking forward to answering your questions at the conference and through the OAPSB regular webinar series.

Technology, Responsibility and the Role of Police Governance

Police Service Boards are increasingly called upon to evaluate technology investments through the lens of accountability, equity and long-term value. Axon's 2025 Responsibility Report outlines a framework that emphasizes innovation, sustainability and public trust. These principles align with the governance priorities of Boards across Ontario.

As Axon begins a relationship with the OAPSB, Boards will gain access to insights that strengthen oversight and strategic decision-making.

We see real value in creating opportunities for boards to be part of the conversation on emerging public safety technologies. Discussions are underway with Axon to explore a possible series of sessions that would allow members to share perspectives and learn from experts. While these plans are not yet finalized, we encourage you to watch for updates in upcoming communications. In the meantime, please feel free to read Axon's 2025 Responsibility Report



Partner Perspective

How to Fix Your Recruiting Funnel to Attract Fewer (But Better) Applicants



Recruitment: Why Quality Matters More Than Quantity

It is easy to recruit online with a plan that brings in hundreds of applicants. Many organizations take a “spray and pray” approach — blasting ads everywhere and hoping something sticks. But what is far more difficult, and far more valuable, is attracting fewer applicants who are truly qualified.

First responder roles require people who are not only skilled but also deeply committed to serving their communities. Too often, organizations are faced with an influx of applications from individuals who do not even meet the basic requirements. HR teams spend hours sifting through resumes, many of which are submitted by bots, auto-applicants, or candidates who simply do not qualify. This wastes time and buries strong applicants under a pile of maybes.

AI-polished resumes add another layer of complexity, making it harder to distinguish between those with genuine skills and those who simply know how to copy and paste.

High application numbers might look impressive on paper, but volume does not equal quality. The real value lies in identifying qualified candidates early in the process. This saves time, preserves resources, and ensures that the right people rise to the top of the list.

Read more about this in Responder Recruitment’s latest blog [How to Fix Your Recruiting Funnel to Attract Fewer \(But Better\) Applicants](#)

Tools and Resources

Your OAPSB website: the hub for governance

The OAPSB website remains your go-to source for policies, templates, training, and the Governance Insights series. Content is continuously being streamlined so you can find what you need quickly. Have a look at the news tab, the new **Governance Insight** tab and the reorganizing going on in member resources.

A new website is coming soon that will be:

- Simpler to use with clear navigation.
- Built for growth so new resources can be added easily.
- Connected so one login links the portal, the app, and future training tools.

[Visit the Member Portal](#)

Don’t forget about our Mobile app!

The OAPSB app for Apple and Android gives you direct access to resources and updates wherever you are. It will continue to grow alongside the new website.

Keep your board connected!

Some boards are still missing member contact details in Growthzone, the database we use for primary communication. To make sure all members have access to training, events, and resources, board contact details in the CRM should be reviewed regularly. Administrators play a key role in updating records, with chairs helping to ensure the process is complete.

Connect & Learn More

Final Thoughts

As the year winds down, boards across Ontario are preparing for their final meetings, often the catch all for everything that should be wrapped up before January. This is the perfect time to pause, reflect, and look ahead.

Take stock of the past year. What worked well? Where were the challenges? What lessons can you carry forward? Then think about where your board wants to be next year. Setting a clear vision now will help guide your planning and budgeting conversations in the months ahead.

Membership renewals are on the way, and with them comes another year of learning, engagement, and support. Beyond scheduled events, zone meetings, and board sessions, members can reach out at any time for help with policy updates, governance challenges, or training opportunities. Think of it as your bat signal for governance support. If your board is stuck or needs direction, OAPSB is here.

The year ahead will bring new resources, expanded training, and more opportunities to collaborate. Stay in touch, keep asking questions, and use your membership to its fullest. The stronger our connections, the stronger our governance will be.

Connect with OAPSB

As boards prepare for their final meetings of the year, this checklist can help ensure nothing is left behind. It is designed for all board types, with a few notes where Municipal Police Service Boards, OPP Detachment Boards, or First Nations Boards may have additional responsibilities.



1. Got and Idea for a topic?
2. Want to feature your board in upcoming newsletters?
3. Can't find what you're looking for?
4. Have you checked our new Governance Insights Blog?

email communications@oapsb.ca

Year End Governance Checklist: Core activities for every board

- Review progress against your 2025 priorities and identify lessons learned
- Confirm compliance with the Community Safety and Policing Act and any local regulations
- Ensure board member contact information is current in the OAPSB membership system so everyone receives important communications
- Review and approve a governance budget that includes training, community engagement, and administrative support
- Confirm all board policies are up to date and posted in formats that are accessible to the public
- Prepare notes and summaries for the annual report (June 30) and confirm timelines for submission to municipal partners or community stakeholders

Community Safety and Well-Being Planning

- Review local Community Safety and Well-Being (CSWB) plans and confirm how board priorities align
- For OPP Detachment Boards, make sure local action plans from each municipality are reflected in detachment priorities
- For First Nations Boards, confirm that governance practices respect community values and cultural safety commitments

Public engagement and accountability

- Confirm that a communication strategy is in place to report back to your community
- Plan at least one structured opportunity for public feedback in the year ahead
- Ensure your board's meeting schedule and minutes are posted on your board website, and build a plan to continue to improve the site.

Looking ahead

- Set a preliminary vision for 2026 priorities to guide planning and budgeting
- Identify training and development needs for board members and administrators
- Prepare questions or topics for your zone meeting that will support board growth and effectiveness

Christian Kaiser

From: OAPSB Training and Communications Team <communications@oapsb.ca>
Sent: September 30, 2025 02:03 PM
To: Christian Kaiser
Subject: Your OAPSB Quarterly Newsletter is Here - Fresh Insights, Tools, and Events for Your Board
Attachments: Newsletter Edition 3 Sept 2025.pdf

Hello Members,

We are excited to share the latest edition of the OAPSB Quarterly Newsletter, your one-stop update on governance, training, and engagement. Inside you will find:

- Timely articles and updates for Municipal Boards, OPP Detachment Boards, and First Nations Boards
- New tools and resources to make your governance work easier
- Upcoming events and partner opportunities to connect, learn, and grow
- Reflections from our Chair and Executive Director
- A year-end checklist to help your board finish strong and prepare for 2026

This edition is packed with content designed to be practical, thought provoking, and easy to use at your board table. Whether you are looking for policy guidance, training opportunities, or a spark of inspiration, this newsletter has something for you.

Thank you for your continued commitment to effective governance and public safety. If you have ideas, questions, or resources you would like to see in future editions, please reach out. Your input helps us keep this newsletter relevant and useful.

You can access and download your copy [here!](#)

Pumpkins Spice and everything nice!

OAPSB Team

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.

RISK-BASED COMPLIANCE AND ENFORCEMENT FRAMEWORK



September 2025

1. Introduction

A strong police oversight framework, built on transparency and accountability, recognizes that public trust is essential for police to do their jobs effectively.

The Community Safety and Policing Act, 2019 (CSPA) created the role of the Inspector General of Policing (IG) as part of the broader transformation of Ontario's policing legislative framework. The role of the IG – the first of its kind in Canada – is an important ingredient to enhancing police oversight and performance in Ontario.

The Inspectorate of Policing (IoP) is an arm's-length oversight body established to meet the legislated mandate of the IG under the CSPA. On behalf of the IG, the IoP delivers a spectrum of oversight functions for the policing and police governance sector in Ontario, including compliance inspections of police services, police board member conduct inspections, monitoring and advisory services, and, where necessary, enforcement that is driven by research and data analysis.

The IoP drives improvements in policing to make everyone in Ontario safer by ensuring that the public safety sector is responsive to the diverse communities it serves. To do this, the IG's oversight mandate includes working with the following entities:

- Municipal police services and the Ontario Provincial Police (OPP);
- Chiefs of police and police service boards;
- OPP Detachment Boards;
- Special Constable Employers; and,
- First Nations (FN) police services and boards that opt-into the CSPA framework.

2. Ongoing Assessment of Risk

The application of the IoP's Compliance Model, including the range of activities and enforcement measures provided to the IG under the CSPA, will be based on a continual assessment of risk to the delivery of good policing. The IoP will determine the level of risk by assessing indicators of adequate and effective policing, including potential or existing non-compliance or board member misconduct, along with the presence of mitigating or aggravating risk factors.

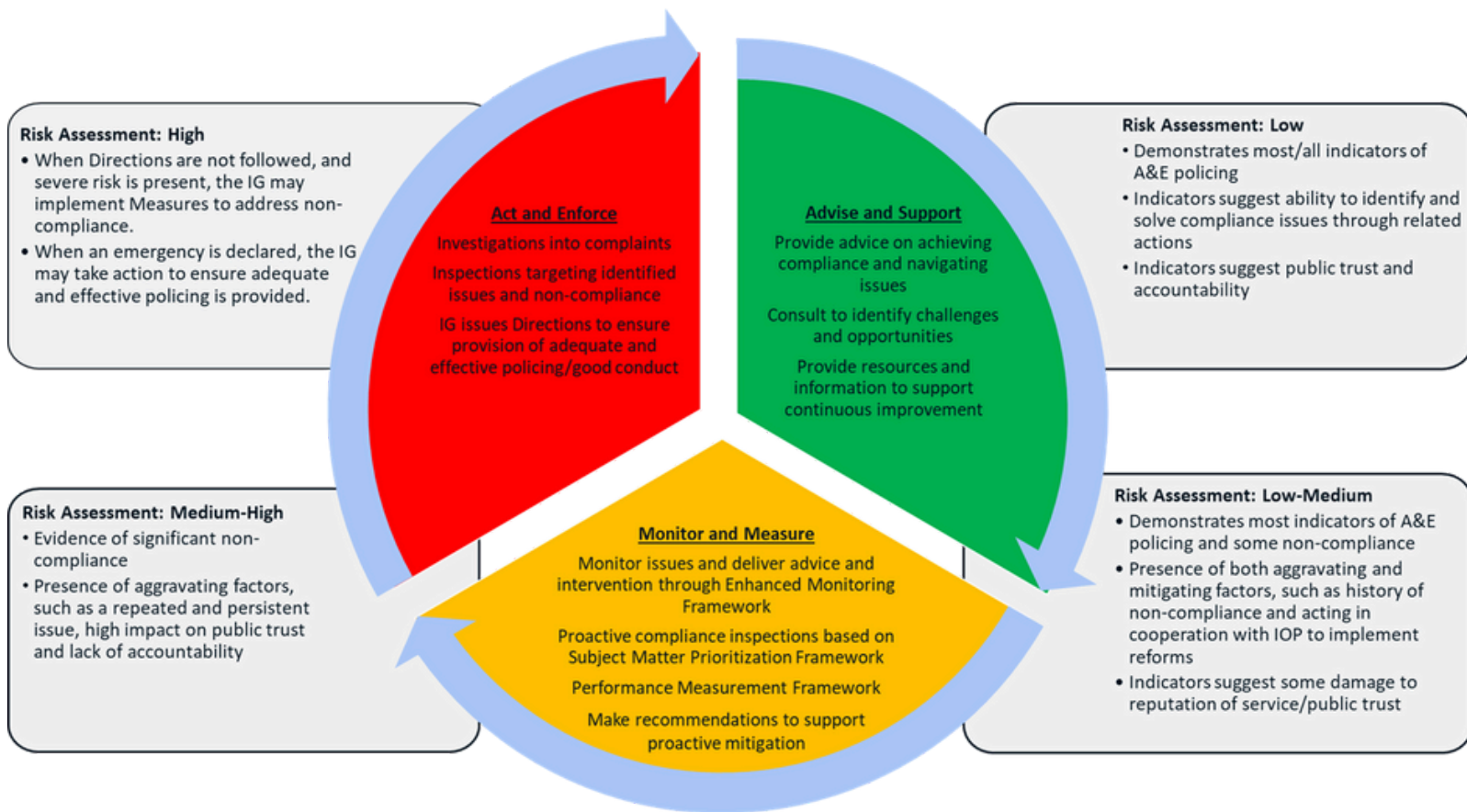
Indicators of Adequate and Effective Policing*	Mitigating or Aggravating Risk Factors**
• Achievement of compliance as set out in the CSPA and its regulations • Strength of local relationships and communication, including between the Chief of Police and Police Services Board, and the Board, the Police Service and the community, among others • Allocation of resources to support adequate and effective police service delivery • Local police governance reflects understanding of the Ontario's policing framework, the role and responsibilities of the Police Services Board and compliance with the Board Member Code of Conduct • Ability to address emerging or persistent local issues impacting policing and community safety • Consideration of evolving events and issues that have broader impact on the policing sector as a whole	• Role of the responsible party in the misconduct or non-compliance (minor or major) • Seriousness of misconduct or non-compliance • Public interest • Impact on complainant(s) and community • Impact to public and officer safety • Previous compliance or conduct issues • Duration and frequency of issue • Damage to reputation of board and service • Intentional or unintentional • Steps already taken to address the issue(s) • Willingness to take accountability and implement reform

*List is not exhaustive. Assessments will be case-by-case and consider all factors relevant to the situation.

**For greater clarity, all references to conduct or misconduct are in relation to police services board members.

3. Compliance and Enforcement Model

The IoP's Compliance Model contains a mix of integrated, risk-based approaches and incentives to achieve compliance and improve the performance of policing entities. The Compliance Model is applied with discretion and good judgment – applying the “right touch” to deploy the most effective options, having regard to the relevant circumstances, and based on the level of risk. The IoP will apply the Model and associated activities with consideration for all available information to drive the assessment of risk.



4. Risk-based Compliance and Enforcement Activities

The Compliance and Enforcement Model will be used to guide the application of the IG's compliance and enforcement activities according to the level of risk associated with police service and police governance delivery. When engaging in any of its oversight and regulatory activities, the IoP will always seek to improve the overall performance of the policing sector in Ontario.

4.1 Advise and Support: Low Risk

The IoP will use its statutory consulting function to continually assess local police service delivery and governance, and potential risks. When a low risk to compliance and/or performance has been identified, the IoP will support compliance and continuous improvement by providing **advice and information** designed to assist the public safety entities the IG oversees. The IoP is well-positioned to see across Ontario's policing and police governance sector, identify areas that call out for attention and identify leading practices that will assist the sector in improving compliance with the CSPA and overall performance.

The IoP engages with policing entities to identify issues, challenges and opportunities to improve compliance with the CSPA, and overall police performance. We communicate directly with police leaders **on emerging or persisting issues** to identify areas for IoP support and promote collaboration on solutions – including solutions that may be relevant across Ontario's policing sector.

The IoP conducts **research and analysis to provide insight on issues, challenges and opportunities** to improve compliance and overall police and police governance performance. The **IoP will serve as a 'Centre of Excellence'** to proactively support learning and continuous improvement in the sector, distilling and sharing insights and advice gleaned through our monitoring, inspection findings, research and analysis. We will support understanding of our work, key issues in policing, policing performance and leading practices by publishing information and resources

4.2 Monitor and Measure: Low-Medium Risk

Routine monitoring of public safety entities ensures identification of issues that may require closer examination by the IoP, such as evolving local demands on policing, potential non-compliance, or leadership and governance issues. **Monitoring** may include maintaining awareness of local efforts to address known issues, or tracking wider issues that require more oversight and engagement from the IoP or other partners. This may include identifying matters for an inspection, with priority given to compliance issues and actionable outcomes that will have the greatest impact on improving public safety and policing performance.

The IoP may assess compliance and performance at a specific point in time, or, on a regular basis through **inspections and data analysis**. Inspections are a critical tool not only to verify that legal requirements are being met, but also to highlight local promising and/or innovative practices that may be adopted on a larger scale to support continuous service improvements across the province. Inspections may include document review and research, data collection and analysis, or interactive, onsite assessments, or a combination of these methods.

Our **Policing Performance Measurement Framework*** (PPMF) will power our intelligence-led approach to identifying current and emerging trends and generate real insights – for the public and the policing sector – as to what drives and hinders effective police performance and governance, and highlights leading practices to promote continuous improvement. The PPMF will enable the IoP to identify poor performance or specific activity categories that warrant improvement or further inspection. Through this proactive approach, the IoP will be able to see where support or intervention may help to address issues early, before they escalate into matters of non-compliance.

When IoP monitoring and measurement activities identify performance issues or potential non-compliance or misconduct, additional compliance activities may be undertaken.

4.3 Act and Enforce: Medium-High Risk and High Risk

a) Medium-High Risk

The IoP ensures compliance and the delivery of adequate and effective policing by taking **enforcement actions** to address policing complaints and issues identified by the IoP. In this part of the Model, the focus of the IoP's compliance activities is on **direct intervention to address the identified issues and the application of a range of enforcement options** to compel compliance, improve performance and enhance public confidence.

When the IoP receives a policing complaint that falls within its mandate, there is a legal duty to deal with the complaint, and to keep the complainant informed of the status and the outcome. Depending on the nature and seriousness of the complaint, the IoP may:

- Refer a matter back to the applicable Board or Chief of Police, if the complaint is about local policies or procedures, and require reporting to the IG on steps taken in response to the complaint;
- Conduct an inspection in response to concerns about service delivery or failure of an entity to comply with the CSPA and its regulations, other than officer misconduct; or,
- Conduct an investigation, including in response to allegations about board member misconduct.

* As of the publication date, development of the Policing Performance Measurement Framework is ongoing.

If non-compliance with the requirements set out in the CSPA, or significant risk to the delivery of adequate and effective policing in accordance with the standards set out in the regulations is found to exist, **the IG may consider the application of additional compliance efforts, or issue written and legally-binding Directions** to prevent or remedy the issue. Directions issued will be tailored to the circumstances and proportionate to risk, and further previous IoP efforts to resolve issues.

For example, if a complaint were received concerning a police service's response to a 911 call, and the resulting inspection found non-compliance with regulatory requirements for police communications and dispatch, the IG could issue Directions to the police service to ensure corrective action and monitor to ensure implementation.

b) High Risk

In very serious situations, where the IG believes that adequate and effective policing is not being provided in an area, or that an emergency exists, **the IG request a police service board or require the Commissioner of the Ontario Provincial Police to provide policing in that area.**

Additionally, if Directions made by the IG to address identified non-compliance following an inspection or investigation are not complied with, **the IG may impose legally-binding Measures, including:**

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

The imposition of Measures by the IG is discretionary, and is determined on a case-by-case basis, having regard to the following **objectives:**

- The public interest in receiving adequate and effective policing;
- Remedying or preventing further non-compliance or misconduct by removing the responsible individual(s) from their position(s);
- Measures are similar to those imposed on similar entities or individuals for similar infractions committed in similar circumstances; and,
- All available Measures that are reasonable in the circumstances should be considered.

Any decision to use the legally-binding authorities in the CSPA is grounded in the principles of **procedural fairness**, and be based on:

- Ensuring that policing laws and standards are complied with;
- Policing entities and professionals are performing according to the standards set out in the CSPA; and,

- The public interest in addressing a matter so as to enhance public confidence in Ontario's policing system.

In support of **transparency, accountability and public confidence** in the work of the IoP, the IG is required to **publicly report** on investigation and inspection findings, as well as Directions and Measures.

5. Conclusion

Police service delivery and governance throughout Ontario is monitored and assessed by the IoP using a multi-faceted, risk-driven approach, ensuring that the duties and authorities of the IG are applied at the right time and for the right amount of time, in the right place(s), and in the right way.

The IoP's focus remains on supporting the best possible policing in Ontario communities by ensuring policing providers operate in compliance with legislated requirements and continuously and sustainably improve their performance. The IoP does its work in a balanced and transparent manner, to enhance the confidence of the public and the policing sector in what we do, and how we do it.



**Inspectorate
of Policing**

**Service d'inspection
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Inspector General of Policing Memorandum

TO: All Chiefs of Police and
Commissioner Thomas Carrique, C.O.M.
Chairs, Police Service Boards

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: **September 25, 2025**

SUBJECT: Inspector General Memo #7: Release of the Inspectorate of Policing's Risk Based Compliance and Enforcement Framework

Public trust is the cornerstone of effective policing. A strong police oversight framework – grounded in transparency and accountability – is essential to maintaining that trust and ensuring Ontario's police services and police service boards operate with integrity and fairness.

The IoP's Risk-Based Compliance and Enforcement Framework is Now Public

I am pleased to share the Inspectorate of Policing's (IoP) **Risk-Based Compliance and Enforcement Framework**: a strategic operating approach that combines integrated, risk-based methods with incentives to support compliance and elevate the performance of Ontario's policing entities. As you will hear me say, this Framework is the IoP's 'operating philosophy'. The IoP will apply this Framework—and the authorities available to the Inspector General (IG) under the *Community Safety and Policing Act* (CSPA)—based on ongoing assessments of risks that could impact the quality and effectiveness of policing and police governance in Ontario. Risk levels will be determined by reviewing indicators of adequate and effective policing, including signs of police service or board non-compliance or misconduct by police service board members, along with factors that may either increase or reduce those risks.

This [publicly available Framework](#) is designed to implement the mandate of the Inspector General of Policing (IG) in a manner that strengthens oversight and fosters transparency, accountability, and public confidence in policing across the province.

Early concepts from the Framework were presented as part of the IoP's session at the CSPA Summit in February 2024. Following that, the IoP engaged with stakeholders, including the Ontario Association of Chiefs of Police, the Ontario Association of Police Service Boards, and the Police Association of Ontario, to share the draft Framework and gather feedback to inform this final product. I appreciate this engagement and the contributions each of these organizations continue to make to our shared goals of making everyone in Ontario safer.

New Advisory Bulletin Concerning Board Meetings

I am also pleased to share with you the attached **IG Advisory Bulletin 2.1: Board and Committee Meetings**. This Bulletin summarizes requirements found in the CSPA for police service board meeting practices, and provides additional guidance and IG advice on how to remain compliant with those requirements by implementing certain approaches. Complying with the CSPA's board meeting requirements—while this may require adjustment to long-standing past practice—is an obligation all boards must embed into operations. I strongly encourage all police service boards to read and incorporate this IG advice and practice into regular board business and procedures, and ensure that your board is operating in compliance with all statutory meeting requirements. Please engage with you Police Services Advisor if you have any questions about implementation within your specific local context.

IoP Organizational Updates

I also would like to share some recent updates to the IoP team that will be relevant to you in receiving support from, and engaging with, our organization.

First, I am pleased to announce that **Morgan Terry** has taken on the newly created position of Assistant Director in the Investigations, Inspections and Liaison Branch. Demonstrating our commitment to ongoing communication and proactive engagement with the sector, Morgan will work alongside Deputy Inspector General, Joseph Maiorano, with a specific focus on the IoP's liaison, monitoring and advisory functions. In this role, Morgan will lead IoP strategy and team members to deliver advice and support to the policing sector to ensure compliance and promote continuous improvement in service delivery and governance. For clarity, Joe will continue to oversee our work on policing complaints, investigations and inspections.

Second, in support of your engagement of IoP Police Services Advisors on day-to-day issues and advice, please find attached an **updated Advisor Assignment List**. As always, you are encouraged to reach out to your Advisor should you have any questions regarding IoP communications or CSPA compliance.

We thank you for your continued dedication to excellence in police service and its governance.

Sincerely,



Ryan Teschner
Inspector General of Policing of Ontario

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

Inspector General Advisory Bulletin



Advisory Bulletin 2.1: Board and Committee Meetings

Date of issue: September 25, 2025

What you need to know

Police service boards and OPP detachment boards conduct their business and make deliberations, considerations, and decisions in meetings. The *Community Safety and Policing Act* (CSPA) sets out requirements for meetings held by boards and their committees, and establishes a modern approach premised on public transparency of board business as the ‘rule,’ with requirements for a board to publicly explain when meetings are closed to the public.

“Meeting” Definition

The CSPA does not define “meeting” for determining when compliance with meeting requirements is necessary. Using subsection 238(1) of the *Municipal Act* for guidance, boards should consider a meeting to be any regular, special, or other gathering of a board or committee where:

- a quorum of members is present, and
- members discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of the board or committee.

Social or informal gatherings of board members would not be board meetings unless the two-part test described is met. Board members should be vigilant when a quorum is present at gatherings to avoid holding unintended meetings.

Meeting Notice – CSPA subsections 43(5)-(7)

Boards and committees must publish notice of meetings that are open to the public on the Internet. The notice must:

- be published at least seven days before the meeting, except in extraordinary circumstances (CSPA subsection 43(5)-(6)); and,
- include the proposed agenda and either the record of the most recent public meeting or information on how the public can access that record (CSPA subsection 43(7)).

Electronic meeting notices must include specific information about how to access the meeting.¹

Transparency and Open Meetings – CSPA subsection 43(3)

Meetings conducted by boards and their committees must be open to the public subject to decisions to close meetings or parts of meetings when permitted by subsection 44(2).

The purpose of the CSPA open meeting rule is to increase the open and transparent exercise of board authority and discharge of duties so as to enhance public confidence in the operation and integrity of boards, and by extension the policing they oversee.

Boards and committees should consider public access when deciding on meeting locations. Holding a “public” meeting within a secure police facility or at a non-published location may not always meet the test of “open to the public”². In addition, the use of electronic meetings presents additional challenges to ensure meetings are publicly open.

Closed Meetings – CSPA subsections 44(2)-(6)

Boards and committees may (not must) close meetings to the public if the subject matter being considered is:

- the security of the property of the board;
- personal matters about an identifiable individual, including members of the police service or any other employees of the board;
- information that section 8 of the *Municipal Freedom of Information and Protection of Privacy Act* would authorize a refusal to disclose if it were contained in a record (a “law enforcement” matter);
- a proposed or pending acquisition or disposition of land by the board;
- labour relations or employee negotiations;
- litigation or potential litigation affecting the board, including matters before administrative tribunals;
- advice that would be inadmissible in a court by reason of any privilege under the law of evidence, including communications necessary for that purpose;
- information explicitly supplied in confidence to the board by Canada, a province or territory or a Crown agency of any of them, a municipality or a First Nation;
- a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
- a trade secret or scientific, technical, commercial or financial information that belongs to the board and has monetary value or potential monetary value;

¹ [Ombudsman Investigation Report – Municipality of West Elgin December 2024](#)

² [Ombudsman Investigation Report – Township of Woolwich June 2015](#)

- a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the board; or,
- an ongoing investigation respecting the board.

Boards should note the discretionary nature of decisions to exclude the public when considering the above subjects. When making these decisions, boards and committees should balance the principles of transparency and public interest against the potential harm of disclosure.

Meetings must be closed to the public by police service boards and their committees if the subject matter being considered is a request under the *Municipal Freedom of Information and Protection of Privacy Act* (CSPA subsection.44(3)).

Board and committee meetings may also be closed to the public if held for the purpose of educating or training members and the business or decision-making of the board is not materially advanced in the meeting (CSPA subsection.44(6)).

The CSPA open and closed meeting rules for boards and committees very closely follow, with some modifications, the rules for municipal councils, committees, and local boards under Ontario's *Municipal Act*. The Ontario Ombudsman has been examining open meeting matters under that Act since 2008 and has published guidance that the IoP believes will assist police service boards, OPP detachment boards and their committees when making decisions on the CSPA open and closed meeting rules and practices. The Ontario Ombudsman guidance document is available here: [Open Meetings - Guide for Municipalities | Ombudsman Ontario](#)

Agenda Considerations – CSPA subsection 44(1)

Before holding a meeting, boards and committees must consider whether to close the meeting or part of the meeting having regard to subsections 44(2)-(3) of the CSPA, referenced above, which list subjects that either permit or require the exclusion of the public.

Resolution Closing Meeting – CSPA subsection 44(1)

If a board or committee decides to exclude the public, they must state by resolution the fact the board is holding a closed meeting, and the general nature of the matter to be considered. In addition, if the public is excluded from a meeting held for educating or training board or committee members, the resolution must specifically state that the meeting is closed under subsection 44(6).

In addition to the CSPA requirement for educational and training meetings, the IoP recommends that closed meeting resolutions cite the specific CSPA authority for excluding the public in all instances. The IoP further recommends that resolutions have sufficient detail of the closed matter to assure the public that the power to close the meeting is being responsibly exercised. Finally, to support transparency, the required resolution must be made in a meeting or part of a meeting that is open to the public.

Board Delegation and Committees – CSPA subsections 42(1)-(4)

Boards may delegate any of their powers to a committee established by by-law of the board. The by-law may govern the name, powers, duties, and quorums of the committee. The by-law should also govern the composition of the committee and member appointment process.

Committees must be composed of at least two members of the board, except if the only delegated power is bargaining under Part XIII of the CSPA. A bargaining committee can be composed of one board member. Additional non-board members may be appointed to the committee as long as a majority of the committee is composed of members of the board.

Quorum – CSPA subsection 43(2)

Boards and committees must have a quorum present to hold a meeting to conduct business and make decisions. Quorum is a majority of the members of the board.

Vacancies on a board do not reduce meeting quorum requirements. For example, quorum for a five-member board with two vacancies remains at three members.

Board members are not counted towards quorum if they are prohibited from exercising the powers or performing the duties of their position because mandatory training has not been completed (CSPA subsections 35(2)-(5)).

Board members may become subject to Inspector General investigations into their conduct and directed to decline to exercise their powers or perform their duties as a member of the board pursuant to CSPA subsection 122(1). Board members who have received this direction are not counted towards quorum. If the board cannot constitute quorum as a result, the Inspector General may appoint additional members to act in their place for the duration of the investigation.

Quorum for committees is determined by boards through their by-law establishing the committee (CSPA subsection 42(2)).

Meeting Frequency – CSPA subsection 43(1)

Boards must hold at least four meetings each year. Holding meetings exceeding this minimum and the period between meetings are discretionary decisions for boards. These decisions should be based on the governance obligations and statutory responsibilities arising from the size and complexity of the governed police service or OPP detachment, and the needs of the area under the board's jurisdiction.

Record of Meeting – CSPA subsection 43(4)

Boards must record all resolutions, decisions, and other proceedings at all meetings, whether open to the public or not. The record must not include additional notes or comments by the recorder.

The IoP recommends boards, when establishing committees, include this recording requirement as a duty of the committee in the governing by-law.

What you need to do*Meeting Practice Examination and Potential Changes to Practice*

Boards should examine their meeting practices, particularly regarding holding closed meetings, in consideration of the transition from long-standing *Police Services Act* requirements to those newly established by the CSPA. Where needed, adjustments should be made to come into compliance.

Boards should have any changes in meeting practices reflected in their established rules and procedures (CSPA section 46).

The new requirement for a resolution to close meetings will require some boards to change their existing practice of holding two distinct consecutive meetings – open and closed – with the closed meeting entirely excluding the public. Through its monitoring function, the IoP has observed that boards who have successfully transitioned meeting practices to the new requirements have adopted one of two options, both of which are CSPA-compliant:

- Two distinct consecutive meetings: Open meeting is entirely public and ends with adjournment. The closed meeting starts with an open part for routine administrative matters (opening statements, declarations of interest) followed by a resolution compliant with CSPA subsection 44(1). The closed portion ends with a resolution to return to public. The closed meeting ends in public with adjournment.
- A single meeting that is partly open and partly closed: The open part is closed by resolution compliant with CSPA subsection 44(1). The closed portion ends by resolution to return to the open meeting. The meeting continues in public until adjournment.

Emergency and Special Meetings

A board may be required to hold an emergency or special meeting outside of its regularly scheduled meetings. IoP Advisors have the authority to enter board meetings for compliance monitoring, including those closed to the public, pursuant to CSPA subsection 115(7). Boards should **notify their assigned Police Services Advisor for all emergency and special meetings whether open to the public or closed so the IoP is**

aware and the Advisor can determine whether attendance is necessary in the circumstances.

What we will do

The IoP's Police Services Advisors support the Inspector General's statutory monitoring and advisory duties under the CSPA. Advisors are available to provide advice on board compliance with the CSPA meeting requirements, including suggested application of leading practices and referrals to boards that have established good practices.

Note: Advisory Bulletins are the IG's advice provided pursuant CSPA subsection 102(4) and are intended as a resource for the sector by offering the IG's general interpretation of various provisions of the CSPA. Advisory Bulletins are not legally binding, and they do not purport to address all possible factual scenarios or circumstances. As such, you may wish to consult with legal counsel to determine how this general guidance should be applied in your own local context and to navigate specific situations.

POLICE SERVICES ADVISORS – BOARD & POLICE SERVICE ASSIGNMENTS

POLICE SERVICES LIAISON UNIT, INSPECTORATE OF POLICING

Zones are OAPSB and OACP consistent. Municipal board names are as recorded by the Public Appointments Secretariat, except for regional municipalities, which have been modified for consistency. Boards responsible for multiple municipalities (excluding upper-tier boards) are indicated as “joint”. Police service names significantly different from the board are listed with the board. There are currently **43** municipal boards in Ontario.

Municipal Boards & Police Services – CSPA Part IV

ZONES 1/1A	ZONE 2	ZONE 3	ZONE 4	ZONE 5	ZONE 6
Tom Gervais (416) 432-5645 tom.gervais@ontario.ca <i>B/U Ron LeClair</i>	Graham Wight (416) 817-1347 graham.wight@ontario.ca <i>B/U Ryan Berrigan</i>	Ryan Berrigan (416) 315-2483 ryan.berrigan@ontario.ca <i>B/U Graham Wight</i>	David Tilley (647) 224-9370 david.tilley@ontario.ca <i>B/U Hank Zehr</i>	Hank Zehr (437) 777-9605 hank.zehr@ontario.ca <i>B/U David Tilley</i>	Ron LeClair (226) 280-0166 ronald.leclair@ontario.ca <i>B/U Tom Gervais</i>
Greater Sudbury	Belleville	Barrie	Brantford	Guelph	Aylmer
North Bay	Brockville	Bradford West Gwillimbury & Innisfil (joint) - <i>South Simcoe</i>	Halton Regional	Hanover	Chatham-Kent
Sault Ste. Marie	Cornwall	Cobourg	Hamilton	Owen Sound	LaSalle
Thunder Bay	Deep River	Durham Regional ¹	Niagara Regional	Saugeen Shores	London
Timmins	Gananoque	Kawartha Lakes	Woodstock	Stratford	Sarnia
	Kingston	Peel Regional ²		Waterloo Regional	St. Thomas
	Ottawa	Peterborough		West Grey	Strathroy-Caradoc
	Smiths Falls	Port Hope			Windsor ^{1,2}
		Toronto ^{3,4}			
		York Regional			
		¹ <i>Tom Gervais B/U</i>			¹ <i>Hank Zehr Primary</i>
		² <i>Hank Zehr Primary</i>			² <i>David Tilley B/U</i>
		³ <i>Tom Gervais Primary</i>			
		⁴ <i>David Tilley B/U</i>			
5	8	10	5	7	8
					Total 43

OPP Detachment Boards - CSPA s.67

ZONES 1/1A	ZONE 2	ZONE 3	ZONE 4	ZONE 5	ZONE 6
Almaguin Highlands	Central Hastings	Bancroft	Brant County	Dufferin 1	Elgin
Dryden 1	Frontenac	Collingwood 1	Haldimand	Dufferin 2	Essex County 1
Dryden 2	Grenville 1	Collingwood 2	Norfolk	Dufferin 3	Essex County 2
Dryden 3	Grenville 2	Bracebridge	Oxford 1	Dufferin 4	Lambton 1
East Algoma 1	Hawkesbury	City of Kawartha Lakes	Oxford 2	Grey Bruce	Lambton 2
East Algoma 2	Killaloe	Haliburton County	Oxford 3	Huron	Middlesex
East Algoma 3	Lanark County	Huntsville		Huron West	
Greenstone	Leeds County	Northumberland		Perth County	
James Bay 1	Lennox & Addington 1	Nottawasaga		South Bruce	
James Bay 2	Lennox & Addington 2	Orillia		Wellington	
James Bay 3	Prince Edward County	Peterborough			
Kenora 1	Quinte West	South Georgian Bay			
Kenora 2	Renfrew				
Kirkland Lake	Russel County				
Manitoulin 1	Stormont, Dundas and Glengarry				
Manitoulin 2	Upper Ottawa Valley 1				
Marathon	Upper Ottawa Valley 2				
Nipigon 1	Upper Ottawa Valley 3				
Nipigon 2					
Nipissing West 1					
Nipissing West 2					
North Bay 1					
North Bay 2					
North Bay 3					
Rainy River 1					
Rainy River 2					
Red Lake					
Sault Ste. Marie					
Sioux Lookout					
South Porcupine					
Superior East					
Temiskaming 1					
Temiskaming 2					
Temiskaming 3					
Thunder Bay					
West Parry Sound					
36	18	12	6	10	6
					Total 88

From: Pronska, Karina (SOLGEN) <Karina.Pronska@ontario.ca>
Sent: September 25, 2025 03:32 PM
To: Pronska, Karina (SOLGEN)
Cc: Di Tommaso, Mario (SOLGEN)
Subject: Inspector General Memo #7: Release of the Inspectorate of Policing's Risk Based Compliance and Enforcement Framework
Attachments: Inspector General Memorandum 7- Risk Based Compliance Framework.pdf; Risk-Based Compliance and Enforcement Framework Sept 2025.pdf; Advisory Bulletin 2.1 Board and Committee Meetings.pdf; Advisors - Board Police Service Assignments - Sept 2025.pdf

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



Inspector General of Policing Memorandum

TO: All Chiefs of Police and
Commissioner Thomas Carrique, C.O.M.
Chairs, Police Service Boards

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: **September 25, 2025**

SUBJECT: Inspector General Memo #7: Release of the Inspectorate of Policing's Risk Based Compliance and Enforcement Framework

Public trust is the cornerstone of effective policing. A strong police oversight framework – grounded in transparency and accountability – is essential to maintaining that trust and ensuring Ontario's police services and police service boards operate with integrity and fairness.

The IoP's Risk-Based Compliance and Enforcement Framework is Now Public

I am pleased to share the Inspectorate of Policing's (IoP) **Risk-Based Compliance and Enforcement Framework**: a strategic operating approach that combines integrated, risk-based methods with incentives to support compliance and elevate the performance of Ontario's policing entities. As you will hear me say, this Framework is the IoP's 'operating philosophy'. The IoP will apply this Framework—and the authorities available to the Inspector General (IG) under the *Community Safety and Policing Act* (CSPA)—based on ongoing assessments of risks that could impact the quality and effectiveness of policing and police governance in Ontario. Risk levels will be determined by reviewing indicators of adequate and effective policing, including

signs of police service or board non-compliance or misconduct by police service board members, along with factors that may either increase or reduce those risks.

This [publicly available Framework](#) is designed to implement the mandate of the Inspector General of Policing (IG) in a manner that strengthens oversight and fosters transparency, accountability, and public confidence in policing across the province.

Early concepts from the Framework were presented as part of the IoP's session at the CSPA Summit in February 2024. Following that, the IoP engaged with stakeholders, including the Ontario Association of Chiefs of Police, the Ontario Association of Police Service Boards, and the Police Association of Ontario, to share the draft Framework and gather feedback to inform this final product. I appreciate this engagement and the contributions each of these organizations continue to make to our shared goals of making everyone in Ontario safer.

New Advisory Bulletin Concerning Board Meetings

I am also pleased to share with you the attached **IG Advisory Bulletin 2.1: Board and Committee Meetings**. This Bulletin summarizes requirements found in the CSPA for police service board meeting practices, and provides additional guidance and IG advice on how to remain compliant with those requirements by implementing certain approaches. Complying with the CSPA's board meeting requirements—while this may require adjustment to long-standing past practice—is an obligation all boards must embed into operations. I strongly encourage all police service boards to read and incorporate this IG advice and practice into regular board business and procedures, and ensure that your board is operating in compliance with all statutory meeting requirements. Please engage with your Police Services Advisor if you have any questions about implementation within your specific local context.

IoP Organizational Updates

I also would like to share some recent updates to the IoP team that will be relevant to you in receiving support from, and engaging with, our organization.

First, I am pleased to announce that **Morgan Terry** has taken on the newly created position of Assistant Director in the Investigations, Inspections and Liaison Branch. Demonstrating our commitment to ongoing communication and proactive engagement with the sector, Morgan will work alongside Deputy Inspector General, Joseph Maiorano, with a specific focus on the IoP's liaison, monitoring and advisory functions. In this role, Morgan will lead IoP strategy and team members to deliver advice and support to the policing sector to ensure compliance and promote continuous improvement in service delivery and governance. For clarity, Joe will continue to oversee our work on policing complaints, investigations and inspections.

Second, in support of your engagement of IoP Police Services Advisors on day-to-day issues and advice, please find attached an **updated Advisor Assignment List**. As always, you are encouraged to reach out to your Advisor should you have any questions regarding IoP communications or CSPA compliance.

We thank you for your continued dedication to excellence in police service and its governance.

Sincerely,



Ryan Teschner
Inspector General of Policing of Ontario

c: Mario Di Tommaso, O.O.M.

Christian Kaiser

From: Ontario Association of Police Services Boards <oapsb@oapsb.ca>
Sent: September 24, 2025 01:00 PM
To: Christian Kaiser
Subject: Register Now for the 2025 OAPSB Labour Conference!



Good Afternoon!

Don't miss the 2025 Labour Conference at the Hilton Toronto Airport Hotel & Suites! Register today and book your hotel room by October 31, 2025.

The 2025 Labour Conference is designed for:

- Municipal Board members and staff
- HR & Labour relations staff
- Bargaining staff and advisors

[Register Now!](#)

[Book Your Hotel Room!](#)

Sponsorship Opportunities Available!

Each year we rely on participation and sponsorship to help make the seminar successful. We ask that your board (and zone) consider sponsoring the seminar.

Gold – \$3,000

- Featured as Gold Sponsor on all event materials
- Feature as Gold Sponsor on one session
- Recognition in the conference program
- Recognition on the OAPSB website
- 1 Conference Representative

Silver – \$2,000

- Featured as Silver Sponsor on all event materials
- Feature as Silver Sponsor on one break or lunch
- Recognition in the conference program
- Recognition on the OAPSB Website

Bronze – \$1,000

- Featured as a Bronze Sponsor on all event materials
- Recognition in the conference program
- Recognition on the OAPSB website

Community – \$500 (or less)

- Recognition in the conference program
- Recognition on the OAPSB website

Added Benefits – Funding received for OAPSB events is used to:

- Minimize costs to members to attend the seminar
- Offset the expenses related to delivering the in-person event and training
- Support the marketing and outreach required to inform and communicate with members
- Provide your organization recognition on the website, eblasts and at the event.
- Deliver upgrades to our education and training to membership

Member Partner Package

Please contact **Holly Doty** at oapsb@oapsb.ca or 1-800-831-7727 to take advantage of one or more of these unique sponsorship opportunities.

Annual Sponsorships

Interested in one of our annual opportunities? Please contact Jeanine Lassaline-Berglund at jeanine@oapsb.ca to learn more and secure your sponsorship.

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.



Ontario

**Executive Council of Ontario
Order in Council**

On the recommendation of the undersigned, the Lieutenant Governor of Ontario, by and with the advice and concurrence of the Executive Council of Ontario, orders that:

**Conseil exécutif de l'Ontario
Décret**

Sur la recommandation de la personne soussignée, le lieutenant-gouverneur de l'Ontario, sur l'avis et avec le consentement du Conseil exécutif de l'Ontario, décrète ce qui suit :

Pursuant to section 31 of the *Community Safety and Policing Act, 2019*,

Tracy Anne Russell of Deep River

be further reappointed as a member of the Town of Deep River Police Service Board to serve at the pleasure of the Lieutenant Governor in Council for a period not to exceed two years, effective from the later of October 10, 2025 and the date this Order in Council is made.

En vertu de l'article 31 de la *Loi de 2019 sur la sécurité communautaire et les services policiers*,

Tracy Anne Russell, de Deep River.

est nommée de nouveau membre de la Commission de service de police de la ville de Deep River, pour exercer son mandat à titre amovible pour une période maximale de deux ans, à compter du dernier en date du 10 octobre 2025 et du jour de la prise du présent décret.

**Recommended: Solicitor General
Recommandé par : Le solliciteur général**

**Concurred: Chair of Cabinet
Appuyé par : La présidence du Conseil des ministres**

**Approved and Ordered: SEP 11 2025
Approuvé et décrété le :**

**Administrator of the Government
L'administrateur du gouvernement**

Solicitor General

Office of the Solicitor General

25 Grosvenor Street, 18th Floor
Toronto ON M7A 1Y6
Tel: 416 326-5000
Toll Free: 1 866 517-0571
Minister.SOLGEN@ontario.ca

Solliciteur général

Bureau du solliciteur général

25, rue Grosvenor, 18^e étage
Toronto ON M7A 1Y6
Tél. : 416 326-5000
Sans frais : 1 866 517-0571
Minister.SOLGEN@ontario.ca



132-2025-3455
By email

September 11, 2025

Tracy Anne Russell
1 Banting Drive
Deep River ON K0J 1P0
hogues@rogers.com

Dear Tracy Anne Russell:

I am pleased to enclose a copy of Order in Council 1192/2025 reappointing you as a member of the Town of Deep River Police Services Board for a period of two years, effective October 10, 2025.

Should you have any questions, please contact Gita Ramburuth, Appointments Officer, by email at gita.ramburuth@ontario.ca or by phone at (437) 245-3666. Once again, thank you for your continued support and commitment to policing in Ontario.

Sincerely,

A handwritten signature in blue ink, appearing to read "Michael S. Kerzner".

The Honourable Michael S. Kerzner
Solicitor General

Enclosure

c: Your Worship Sue Deon, Mayor
Deep River Police Service Board

Graham Wight, Police Services Advisor
Inspectorate of Policing

Gita Ramburuth, Appointments Officer
Public Safety Division

Christian Kaiser

From: tracy russell <hogues@rogers.com>
Sent: September 17, 2025 12:32 PM
To: Christian Kaiser; Christian Kaiser
Subject: Fwd: Letter and Enclosure from the Honourable Michael S. Kerzner, Solicitor General
Attachments: 132-2025-3455_SG Outgoing.pdf; OC-1192-2025-Tracy Anne Russell.pdf

Sent from my iPhone

Begin forwarded message:

From: "Minister SOLGEN (SOLGEN)" <Minister.SOLGEN@ontario.ca>
Date: September 17, 2025 at 11:18:50 AM EDT
To: hogues@rogers.com
Subject: Letter and Enclosure from the Honourable Michael S. Kerzner, Solicitor General

Please see attached letter and enclosure from the Honourable Michael S. Kerzner, Solicitor General. The text of the letter also appears below. Thank you.

132-2025-3455
By email

September 11, 2025

Tracy Anne Russell
1 Banting Drive
Deep River ON K0J 1P0
hogues@rogers.com

Dear Tracy Anne Russell:

I am pleased to enclose a copy of Order in Council 1192/2025 reappointing you as a member of the Town of Deep River Police Services Board for a period of two years, effective October 10, 2025.

Should you have any questions, please contact Gita Ramburuth, Appointments Officer, by email at gita.ramburuth@ontario.ca or by phone at (437) 245-3666. Once again, thank you for your continued support and commitment to policing in Ontario.

Sincerely,

The Honourable Michael S. Kerzner
Solicitor General

Enclosure

c: Your Worship Sue Deon, Mayor
Deep River Police Service Board

Graham Wight, Police Services Advisor
Inspectorate of Policing

Gita Ramburuth, Appointments Officer
Public Safety Division

Confidentiality Warning: This email contains information intended only for the use of the individual named above. If you have received this email in error, we would appreciate it if you could advise us through the Ministry of the Solicitor General website at [Government of Ontario](#) and destroy all copies of this message. Thank you.

If you have any accommodation needs or require communication supports or alternate formats, please let us know.



DEEP RIVER POLICE SERVICE

2025 Q3 PSB REPORT

Dean Duchrow

Chief of Police



DEEP RIVER POLICE SERVICE INVESTIGATIONS April – June 2025 (Q3)

CALLS FOR SERVICE	JULY	AUGUST	SEPTEMBER
OCCURRENCES DISPATCHED (DE)	124	117	126
OFFICER GENERATED (RM)	224	262	234
TOTAL	348	379	360

Total number of calls for service for 3rd quarter = 1,087

CALL TYPE	JULY	AUGUST	SEPTEMBER	Totals for Q3
Assault	2	1	1	4
Break & Enter	0	1	3	4
Intimate Partner Violence	3	3	0	6
Drug Related	0	0	0	0
Fire	0	0	0	0
Fraud	2	3	2	7
Impaired Driving	0	0	0	0
Landlord Tenant	1	0	0	1
LLA	1	2	0	3
Mental Health Act	1	3	5	9
Mischief	1	1	1	3
Missing Person	2	1	0	3
Sudden Death	0	0	0	0
Sexual Assault	0	0	0	0
Theft Under	1	0	5	6
Threats	1	1	2	4
Trouble with Youths	0	7	2	9
Weapons	1	0	0	1
911 Calls	16	14	10	40
Criminal Code Charges	5	2	3	10
Highway Traffic Act Occurrences	54	45	56	155
Motor Vehicle Collisions	5	4	3	12



Traffic Management Report (Q3) – 2025

(July-September)

Motor Vehicle Collisions

Incidents	2024	2025	↓↑↔ previous year
Fatal	0	0	↔
Personal Injuries	0	0	↔
Property Damages	1	6	↑
Parking lot (related)	7	9	↑
Fail to remain	0	0	↔
Charges	1	2	↑
Highway 17 (related)	2	2	↔
In town (related)	5	2	↓

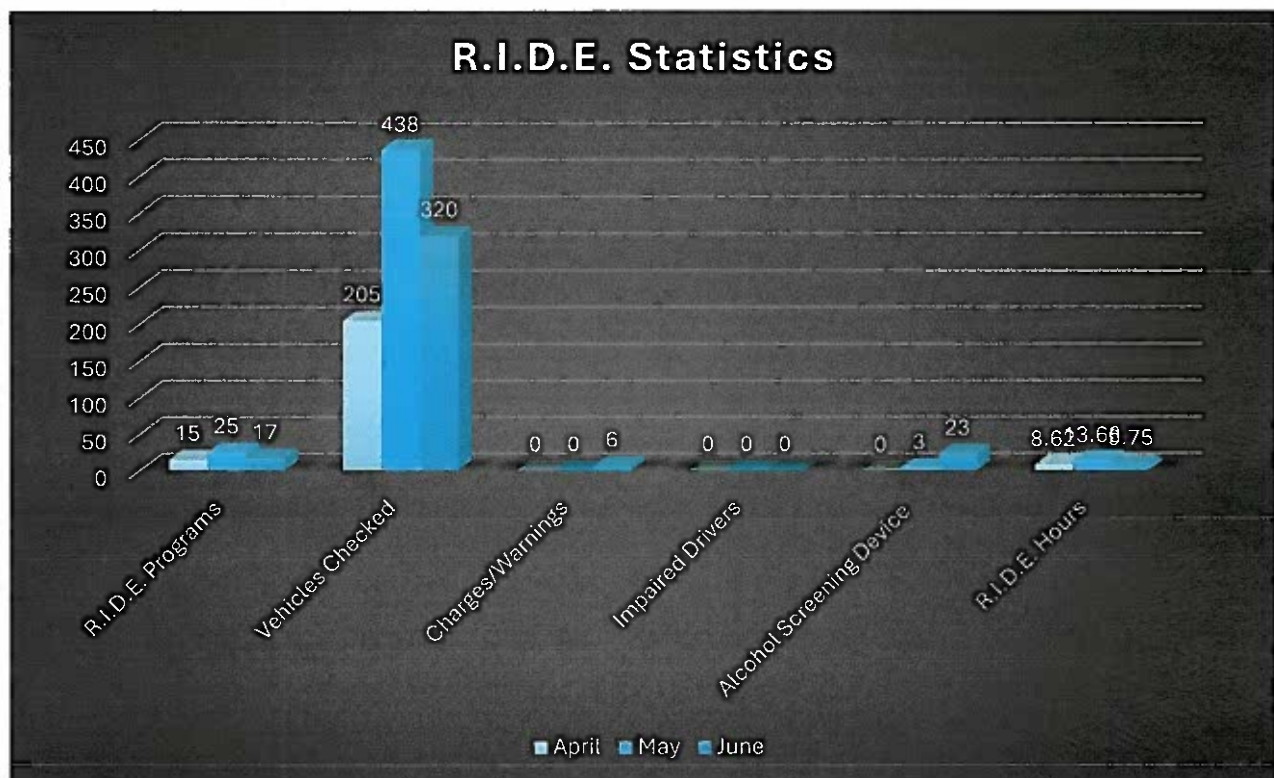
Charges

Types	July	August	September
HTA - Speeding	30	31	25
Other Provincial offences	63	47	46
Criminal Code	5	2	3



R.I.D.E Report (Q3) – 2025

Types	July	August	September
R.I.D.E.	15	25	17
Vehicles checked	205	438	320
Charges/Warnings	0	0	6
Impaired Drivers	0	0	0
MAS (Mandatory Alcohol Screening)	0	3	23
Hours Dedicated to R.I.D.E.	8.62	13.68	9.75



3rd Quarter
Foot Patrol Hours
(2024 and 2025)

	July	July	August	August	Sept	Sept	Total	Total
	2024	2025	2024	2025	2024	2025	2024	2025
Downtown & Outer Areas	18.90 HRS	21.33 HRS	34.55 HRS	25.18 HRS	8.55 HRS	11.93 HRS	62.00 HRS	58.44 HRS
School Areas (Supervised Hours)	0.00 HRS	0.00 HRS	0.00 HRS	0.00 HRS	8.00 HRS	5.07 HRS	8.00 HRS	5.07 HRS
Hwy, Recreational Facilities & Schools (Off Hours) Property Checks	27.00 HRS	25.33 HRS	19.67 HRS	29.33 HRS	25.33 HRS	39.42 HRS	72.00 HRS	94.08 HRS
							142.00 HRS	157.59 HRS



Q3 Report for Training - 2025

Member Courses:

July

PC AJ Smith – Immediate Rapid Deployment (*Ottawa Police Service*)

September

SGT Anne Pitre – Incident Command 200 (*Parliamentary Protective Services*)

SGT Andrew Gagne – Incident Command 200 (*Parliamentary Protective Services*)

PC Marek Brela – VTRA Level 2 (*Opeongo*)

In-Service Training:

July – Immediate Rapid Deployment & Drones 101 (*Ontario Police Video Training Alliance*)

August – Reviewed: The Town of Deep River ByLaw 34-2025 (*new*) (*Regulate the setting of fires in the town of Deep River*), ByLaw 33-2021 (*Regulate parking in the town of Deep River*), ByLaw 6-94 (*Regulate the use of park land in the town of Deep River*)

September – Reviewed: Deep River Police and Deep River District Hospital Policy

Use of force – Firearms & Defensive Tactics:

Chief Dean Duchrow, PC Adam Head, PC Dave Newell, PC Marek Brela

3rd Quarter Community Service Report 2025

During the months of July, August, and September 2025, the Deep River Police Service continued to update the social media Facebook and X (Formerly Twitter) accounts as well as Instagram. There were weekly NRT articles submitted for print. The posts and articles in the NRT included a variety of different topics, such as impaired driving, school bus safety, traffic enforcement campaigns, and safety information. Officers also conducted foot patrols in the arena, schools, beaches, and downtown. Overall, during the three-month period, police generated a total of 64 occurrences.

July

Police focused on foot patrols of the beaches, downtown areas and parking lots. Police also met many travelers who were using Lamure beach parking lot as a stopover during travel and police handed out water bottles and requested pictures of the water bottles on their travels. Police received many pictures from travelers and then posted the pictures on social media.

August

Police continued to focus foot patrol on the beaches and parking lots to deter camp fires and tenting in parking lots and the beach. Officers continue to hand out water bottles to tourists and promote the beauty of Deep River.

Officers conducted traffic enforcement at intersections to ensure smooth traffic flow during the Deep River Triathlon.

September

Officers conducted foot patrol in the schools and spoke to school administration to coordinate presentations for Halloween safety. Dates for the presentation were picked. Officers introduced themselves to the new Elem VP and Elem councillor at MCS. Foot patrol of St Mary's was also done, and introductions were made with the new school secretary.

Officers also began bicycle patrol under the Community Safety Policing (CSP) grant. The grant was granted, and the project goals have been started

CRIMINAL RECORD CHECKS AND FINGERPRINTS REVENUE Q3 2025

Monthly Totals 2023

Month	Bruce Power	Total CRC	CNL	Total CRC
Jul	\$6,764.00	356	\$285.00	15
Aug	\$7,486.00	394	\$171.00	9
Sept	\$9,006.00	474	\$171.00	9

Monthly Totals 2024

Month	Bruce Power	Total CRC	CNL	Total CRC
Jul	\$8,379.00	441	\$209.00	11
Aug	\$8,607.00	453	\$209.00	11
Sept	\$8,284.00	436	\$209.00	11

Monthly Totals 2025

Month	Bruce Power	Total CRC	CNL	Total CRC
Jul	\$13,053.00	687	\$399.00	21
Aug	\$11,400.00	600	\$304.00	16
Sept	\$10,431.00	549	\$209.00	11

23,256.00	1224	\$627.00	33
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\$25,270.00	1330	\$627.00	33
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\$34,884.00	1836	\$912.00	48
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TOTAL Q3 - 2023	\$23,883.00
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TOTAL Q3 CRC - 2024	\$25,897.00
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TOTAL Q3 CRC - 2025	\$35,796.00
---------------------	-------------

Total for 3 Quarters \$74,822.00

Total for 3 Quarters \$91,85.00

Total for 3 Quarters \$97,052.00

CRIMINAL RECORD CHECKS AND FINGERPRINTS RESIDENTS REVENUE Q3 2025

2023

2024

2025

In-House CRC and Volunteer Checks

In-House CRC and Volunteer Checks

In-House CRC and Volunteer Checks

Month	Fee	CRC/EMP	Volunteer	Prints	FP	Total	Month	Fee	CRC/EMP	Volunteer	Prints	FP	Total	Month	Fee	CRC/E	MP	Volunteer	Prints	F/P	Total
Jul	\$360.00	9	18	\$116.00	3	Jul	\$320.00	8	13	\$348.00	6	Jul	\$360.00	9	13	\$0.00	0				0
Aug	\$480.00	12	11	\$58.00	2	Aug	\$280.00	7	10	\$174.00	3	Aug	\$320.00	8	10	\$232.00	4				4
Sept	\$400.00	10	24	\$174.00	4	Sept	\$200.00	5	21	\$0.00	0	Sept	\$400.00	10	27	\$232.00	4				4

TOTAL Q3 - 2023	\$1,588.00	TOTAL Q3 CRC - 2024	\$1,322.00	TOTAL Q3 CRC - 2025	\$1,544.00
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Total for 3 Quarters

\$5,324.00 Total for 3 Quarters

\$4,532.00 Total for 3 Quarters

\$5,640.00