





5 New Business

5.1 Appointment of Mr. Mark Kane as a Police Officer for the Deep River Police Service

Resolution 3 MOVED BY: Tracy Russell
 SECONDED BY: Christina Giardini

WHEREAS Section 84 of the Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1, authorizes a Police Service Board to appoint persons as police officers for the police service; and

WHEREAS the Deep River Police Service Board has confirmed that the candidate meet all the statutory requirements for appointment set out in Section 83 of the Community Safety and Policing Act, 2019;

BE IT RESOLVED THAT the Deep River Police Service Board hereby appoints Mark McNay Kane as a Police Officer for the Deep River Police Service effective June 29, 2026, and

BE IT FURTHER RESOLVED THAT this appointment is subject to the candidate(s) taking the prescribed oaths or affirmations of office and secrecy as required by the Community Safety and Policing Act, 2019.

CARRIED

5.2 Appointment of Mr. Mark Kane as Chief of Police

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

WHEREAS Section 37(1)(c) of the Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1, mandates that a Police Services Board shall appoint the members of the police service; and

WHEREAS Section 37(1)(d) of the Community Safety and Policing Act, 2019 explicitly charges the Board with the sole authority to appoint the Chief of Police and any Deputy Chiefs of Police; and

WHEREAS the Board has conducted a comprehensive executive recruitment process and has selected Mark McNay Kane as the most qualified individual to lead the Deep River Police Service; and

WHEREAS the Board has verified that Mark McNay Kane meets all the mandatory qualifications and statutory requirements outlined in Section 83 and Section 87 of the Community Safety and Policing Act, 2019;

BE IT RESOLVED THAT the Deep River Police Service Board hereby appoints Mark McNay Kane as the Chief of Police for the Deep River Police Service, effective June 29, 2026; and

BE IT FURTHER RESOLVED THAT this appointment is subject to the candidate executing an employment agreement satisfactory to the Board, and taking the

prescribed oaths or affirmations of office and secrecy required under Section 85 of the Community Safety and Policing Act, 2019; and

BE IT FURTHER RESOLVED THAT the Chair of the Board is authorized to execute the formal Certificate of Appointment and any related employment documentation on behalf of the Board.

CARRIED

The Board welcomed Mr. Kane as the new Chief of Police.

6 Business

6.1 Unbudgeted Capital Item Request

The Board reviewed the information received from Acting Chief Gagne regarding the need for a new LiveScan fingerprinting machine, which is used when performing criminal record checks. The current machine has reached end of life and no longer meets the RCMP requirements to be able to access the national criminal record databases.

The Board directed Chief Kane to assess options and present these to the board at a future meeting.

7 In Camera Meeting

Resolution 5

MOVED BY: Tracy Russell

SECONDED BY: Kelly Lapping

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

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

(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;

(g) 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;

...

44(6) A meeting of a police service board, or of a committee of the board, may be closed to the public if the following conditions are both satisfied:

- CARRIED

From: Pronska, Karina (SOLGEN) <Karina.Pronska@ontario.ca>
Sent: July 14, 2026 12:03 PM
To: Pronska, Karina (SOLGEN)
Cc: Di Tommaso, Mario (SOLGEN)
Subject: Inspector General Memo #11: Notice of Issue – Increase in Antisemitism and Hate Motivated Incidents
Attachments: Inspector General Memo - Notice of Issue – Increase in Antisemitism and Hate Motivated Incidents.pdf; Inspector General Notice of Issue - The Increase in Antisemitism and Hate-Motivated Incidents [English].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: July 14, 2026

SUBJECT: **Inspector General Memo #11: Notice of Issue – Increase in Antisemitism and Hate-Motivated Incidents**

Under the *Community Safety and Policing Act, 2019* (CSPA), the Inspector General of Policing has a duty to monitor and advise on the delivery of adequate and effective policing in Ontario, including taking steps, where necessary, to support compliance with the CSPA and its regulations.

As part of this role, I have established the **Notice of Issue** as a mechanism to identify and call attention to issues relating to the delivery of policing and police governance that, if left unaddressed, could negatively impact community safety and public confidence in policing. It is intended to support early awareness and action by police services and police service boards and to promote alignment with the requirements of the CSPA and its regulations.

I am using this mechanism for the first time to highlight a sustained increase in hate-motivated incidents across Ontario, including a significant and disproportionate rise in incidents motivated by antisemitism. Crime data and sector information indicate a marked increase in hate-motivated incidents in recent years, with Jewish communities remaining the most frequently targeted group nationally. In Ontario, these incidents have escalated in some cases to include more serious criminal activity. Additionally, the Inspectorate of Policing

(IoP) has received complaints of antisemitic hate-motivated incidents occurring in the context of public protests.

I want to acknowledge the considerable work already undertaken by police services and boards across Ontario to respond to the rise in antisemitic hate-motivated incidents. This work has been carried out under challenging and often evolving circumstances, including the impacts of broader geopolitical events that have heightened tensions within communities. It has required the sustained commitment of resources and personnel, often under significant operational pressure. I also want to recognize the ongoing engagement with Jewish communities. These efforts are essential to strengthening responses, supporting those most affected, and maintaining public trust and confidence in policing.

Engagement with the Sector

Given the significance of this issue, I have taken a number of steps as part of my statutory monitoring and advisory role, including requiring several police services and boards to provide data to support an analysis of current responses to antisemitic hate-motivated incidents. This work has been supplemented by a review, conducted by the Inspectorate of Policing's Centre for Data Intelligence and Innovation, of external data sources and relevant research to identify key trends, challenges, and leading practices.

Building on this foundation, on June 15, I convened a meeting with chiefs of police and police service board chairs from 14 police services serving communities with significant Jewish populations. The meeting also included the Commissioner of the Ontario Provincial Police, representatives from the Ontario Association of Chiefs of Police and Police Governance Ontario, and Jewish and community organizations.

The discussion focused on how police services and boards are, and have been, responding to the rise in antisemitic hate-motivated incidents that are targeting Jewish communities, informed by data and insights gathered through the IoP's ongoing monitoring work. This included consideration of the appropriate use of available legal authorities—such as *Criminal Code* provisions, provincial offences, and municipal by-laws—to address conduct that threatens persons, property, and public order.

Participants also shared approaches to crime prevention, public order policing, and intelligence and information sharing, as well as strategies to support victims and strengthen engagement with impacted communities. The meeting provided an opportunity to identify actions and practices that are proving effective, and also identify those that can enhance the policing response to hate-motivated incidents, taking into account local needs and circumstances.

This engagement, together with ongoing monitoring and analysis, will continue to inform the IoP's work in this area.

Expectations of Police Services and Boards and Next Steps

I recognize that police services and boards have taken meaningful steps to respond to the sustained rise in antisemitic hate-motivated incidents, including reallocating resources and implementing new measures. This work is important and should continue. At the same time, the current environment requires sustained attention to ensure that policing remains adequate and effective, consistent across the sector, and responsive to the needs of affected communities.

Police services and police service boards are expected to **review the Notice of Issue and take its findings and identified actions into account in their operational and governance decisions**. The Inspectorate of Policing will continue to monitor this matter and will look to collect data and information in the future to evaluate how the actions in the Notice of Issue have been implemented.

In terms of next steps, I am grateful to the Ontario Association of Chiefs of Police and Police Governance Ontario for agreeing to play a role in supporting police services and boards in make the ongoing implementation of these actions a priority, including coordinating a consistent approach to implementation, while recognizing the need for local variation where appropriate.

If you have any questions or require further information, please contact your IoP Police Service Advisor.

I appreciate the work already underway and your continued engagement.

Sincerely,



Ryan Teschner
Inspector General of Policing of Ontario

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

Encl: Notice of Issue



**Inspectorate
of Policing**

**Service d'inspection
des services policiers**

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TO: All Chiefs of Police and
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Chairs, Police Service Boards

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If you have any questions or require further information, please contact your IoP Police Service Advisor.

I appreciate the work already underway and your continued engagement.

Sincerely,



Ryan Teschner
Inspector General of Policing of Ontario

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

Encl: Notice of Issue



**Inspectorate
of Policing**

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Notice of Issue: The Increase in Antisemitism and Hate-Motivated Incidents

A. The Inspector General of Policing of Ontario – Duty to Monitor and Advise

Under Ontario's *Community Safety and Policing Act, 2019* (CSPA), the Inspector General of Policing has a duty to monitor and advise on the delivery of adequate and effective policing in Ontario.

This is my first Notice of Issue. As part of my monitoring and advisory duty, I have created this mechanism to identify and call attention to issues relating to the delivery of policing and police governance that, if left unaddressed, could negatively impact community safety and public confidence in police. The overall goal of this notice (and the actions taken pursuant to it) is to ensure compliance with the CSPA and its regulations.

B. The Increase in Antisemitism and Hate-Motivated Incidents¹

Crime statistics gathered reveal an overall increase in hate-motivated incidents in Ontario from 2020 to 2024. These statistics demonstrate a particularly staggering increase in incidents against the Jewish community, motivated by antisemitism. Since 2023, Jewish communities have been the most targeted group for hate crimes in Canada while representing less than 1% of Canada's population.

Ontario has seen increasing intimidation, violence and vandalism that is targeted at members of the Jewish community. In recent months, hate-motivated incidents have escalated to include firearms being discharged at synagogues, schools and businesses. Additionally, the Inspectorate of Policing has received complaints of hate-motivated incidents occurring in the context of protests.

Since October 7, 2023, police services and boards have already implemented new approaches and reallocated significant resources in response to antisemitic hate-motivated incidents. I acknowledge the significant work that police services and boards have already done in response to this issue and thank them for their continued commitment. This Notice of Issue is aimed at continuing to evolve the approaches taken by police services and boards across Ontario's policing sector and enhance consistency.

¹ A "hate-motivated incident" includes both hate-motivated crimes and incidents that do not rise to the level of a criminal offence but are otherwise hateful, such as the use of racial slurs.

It is important to recognize both the recent rise of hate-motivated incidents against various communities/groups and the disproportionate rise of hate-motivated incidents against the Jewish community. Within this context, this Notice of Issue is aimed at addressing the increase in antisemitism and contains actions that police services and boards are strongly encouraged to take to ensure policing is adequate and effective having regard to the needs of the Jewish community.

While focused on antisemitism, police services and boards should also consider how the actions outlined below can inform their response to address hate-motivated incidents against other communities/groups in a manner that meets their needs.

C. The Inspector General's Actions and Engagement on this Issue

Given the significance of these issues, I have taken the following actions as part of my duty to monitor and advise police services and boards:

1. I have required several Ontario police services and boards to provide the Inspectorate of Policing with data to facilitate an analysis of the present policing response to the rise in antisemitic hate-motivated incidents and help identify areas of challenge and appropriate responses for the delivery of adequate and effective policing, and strong police governance. I have also reviewed data from other sources (e.g. Statistics Canada, Office for Democratic Institutions and Human Rights), alongside a comprehensive literature review of academic research and industry reports. Integrating the findings between the analysis and literature review allowed me to identify trends, leading practices, and shared challenges in addressing hate-motivated incidents by services and boards.
2. With that foundation, I hosted a meeting with a group of police chiefs, police service boards and the Commissioner of the Ontario Provincial Police, along with Jewish and community organizations. The meeting focused on how Ontario police services and boards are addressing the rise in hate-motivated incidents, particularly incidents targeting Jewish communities. This includes appropriately using the range of measures to respond to antisemitism and hate-motivated incidents, such as *Criminal Code*, provincial and by-law offences which protect persons, property, and public order.
3. At the meeting, we also discussed specific actions that can continue fortifying the approach to the policing of antisemitic hate-motivated incidents. Some police services and boards profiled how some of these actions had already been implemented locally, shared experiences in terms of impact and identified areas for continued advancement.

The following are actions that police services and boards should continue implementing or consider implementing. The Ontario Association of Chiefs of Police (OACP) and Police Governance Ontario (PGO) have agreed to play a role in supporting the ongoing implementation of these actions. I strongly encourage the Ontario policing sector, supported by the OACP and PGO, to enhance the consistent application of these specific actions across the sector, with local variation where appropriate or necessary. The seven (7) actions include, but are not limited to:

- **Standardized classification and capturing consistent information for hate-motivated offences:** Police services consistently and properly documenting hate-motivated incidents in their records management systems to support evidence-based policing by enhancing accuracy in capturing who/what these incidents target and creating a more accurate picture of the scope/magnitude of the issue. Police services should also maximize information sharing across services to better identify and communicate trends, including by continuing to participate in the Hate Crime and Extremism Investigative Team.²
- **Centralization of functions and multidisciplinary approach:** Police services centralizing functions relevant to the identification, investigation and victim support concerning antisemitic hate-motivated incidents, including the functions of investigations units, crime analysis units and victim support units or organizations. This can be accomplished through multidisciplinary teams or dedicated entities, such as a hate crime unit.
- **Application of release conditions focused on preventing re-offending and recognizing community harm:** Police officers properly and consistently considering the impact of hate-motivated offences on Jewish communities when exercising their discretion to impose release conditions on individuals charged with hate-motivated or other offences. This can be supported through training and supporting materials concerning the possible conditions that can be imposed in these circumstances and supervision to ensure consistent application.
- **Enhanced supervision:** Police services ensuring there is enhanced supervision for responding to hate-motivated incidents. This can include notifying a dedicated senior officer of all reported hate-motivated incidents, particularly where the police service does not have a dedicated hate crime unit. Supervision should focus on individual investigations but also consider the broader ability of the service to respond to hate-motivated incidents in a manner that meets the needs of the community.

² The Hate Crime and Extremism Investigative Team is a network of police services that co-ordinates intelligence gathering for police and provides specialized support for investigations into hate-motivated offences.

- **Training:** Police service boards and services receiving training on how contemporary antisemitism is manifested, informed in part by the International Holocaust Remembrance Alliance's working definition of antisemitism, adopted both provincially and federally, and by the federal government's Canadian Handbook on IHRA, to provide guidance in identifying and appropriately addressing conduct motivated by antisemitic bias, prejudice or hate. Police officers should also receive consistent and appropriate training on the full panoply of legal and related tools to address incidents motivated by bias, prejudice or hate, using real case scenarios.
- **Assistance to victims and communities and community impact statements:** Police services creating dedicated capacity for providing support to victims and communities impacted by antisemitic hate-motivated incidents, including through partnership with victim service support organizations and continuing to reduce barriers for victims to encourage reporting. Police services also exploring how to effectively and consistently facilitate community impact statements for sentencing by partnering with organizations representing impacted Jewish communities.
- **Board prioritization and reporting:** Police service boards updating their strategic plans and policies to require the police service to prioritize implementing the above actions in addressing hate-motivated incidents, including incidents motivated by antisemitism, and requiring the chief of police to report to the board on implementation to inform further policy development and to monitor how operations align with board priorities.

D. Applying this approach for other hate-motivated incidents based on local and community needs and data

While this Notice of Issue is focused on the policing response to antisemitic hate-motivated incidents based on current national and provincial data, police services and boards are required to be responsive to the needs of all members of the community who are the target of hate-motivated incidents on the basis of race, religion, ethnic origin, sex, sexual orientation, gender identity, gender expression or any other protected human rights grounds. Hate is not uniformly experienced amongst groups and different groups may have different needs. In addition to considering the actions outlined above, police services and boards should consider all available data to identify other groups who are victimized by hate-motivated incidents in their area of policing responsibility, engage with community organizations representing those groups and tailor their policing response to hate-motivated incidents based on the needs of their local community.

E. Ongoing monitoring to evaluate impact of the identified actions

My office will continue monitoring and engaging the sector on the policing response to antisemitic hate-motivated incidents, including future collection and analysis of data.

The Inspectorate of Policing will provide the public with updates, when available, about actions related to this Notice of Issue.

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

Ryan Teschner
Inspector General of Policing

Date: July 14, 2026

Sources

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

Statistics Canada. "[Police-reported crime statistics in Canada, 2024](#)." *The Daily*. July 22, 2025

Statistics Canada. "[Police-reported hate crime, by type of motivation, selected regions and Canada \(selected police services\)](#)." July 22, 2025.

Toronto Police Service. "[TPS Crime Statistics - Hate Crimes](#)."

Ottawa Police Service. "[Hate Crime](#)."

York Regional Police. "[Annual Statistics Report 2024](#)."

Peel Regional Police. "[Crime Statistics and Maps](#)."

London Police Service. "[2024 Hate/Bias Motivated Crime Report](#)."

Halton Regional Police Service. "[2024 Hate Related Occurrence Summary](#)."

Hamilton Police Service. "[Hamilton Police Release 2024 Hate Crime Statistics](#)."

Waterloo Regional Police Service. "[2025 Annual Hate-Motivated Crime Report](#)."

Windsor Police Service. "[Windsor Police News release: Windsor Police launches online hate crime reporting](#)."

Guelph Police Service. "[Guelph Police Service 2024 Annual Report](#)."

Niagara Regional Police Service. "[Regional Municipality of Niagara Police Service Board Public Agenda: Thursday, February 25, 2025, 9:30 am](#)."

Ontario Provincial Police. "[Work: Hate Crime](#)."

Christian Kaiser

From: Jeanine Lassaline-Berglund <communications@policegovernanceontario.ca>
Sent: July 15, 2026 07:00 AM
To: Christian Kaiser
Subject: What the Inspector General's First Notice of Issue Means for Your Board

On July 14, 2026, the Inspector General of Policing issued the first formal **Notice of Issue** under the *Community Safety and Policing Act, 2019*. The Notice highlights the significant increase in antisemitism and hate-motivated incidents across Ontario and identifies actions intended to strengthen policing and police governance responses across the province.

While the Notice focuses specifically on antisemitism, it also encourages police services and boards to consider how these governance principles may apply to other hate-motivated incidents based on local community needs and available data.

Why This Matters

This is the first formal **Notice of Issue** issued by the Inspector General of Policing under the *Community Safety and Policing Act, 2019*. It introduces a new mechanism for identifying policing and governance issues that may affect community safety, public confidence, and compliance with the legislative framework governing policing in Ontario.

As police governance continues to evolve, these Notices of Issue will be important resources for Boards in understanding emerging governance issues and considering how they may affect local governance responsibilities.

What This Means for Municipal Police Service Boards

For municipal police service boards, the Notice reinforces the Board's governance responsibilities in establishing strategic priorities, approving policies, monitoring implementation, and receiving information from the Chief of Police regarding the police service's response to hate-motivated incidents.

Boards may wish to consider:

- whether current strategic priorities reflect emerging community safety issues;
- whether existing Board policies remain appropriate;
- whether additional reporting from the Chief would assist the Board in monitoring implementation; and
- whether future strategic planning discussions should include consideration of these issues.

The Notice does not change the Board's legislated role or authorize involvement in police operations. Rather, it reinforces the Board's responsibility to provide governance oversight and ensure the police service remains responsive to community needs.

What This Means for OPP Detachment Boards

Although the Notice is directed toward police services and municipal police service boards, OPP Detachment Boards also have an important governance role.

While Detachment Boards do not direct police operations, they play an important governance role in understanding the needs, concerns, and priorities of the communities within their detachment area. Through community engagement, local consultation, and ongoing dialogue with the Detachment Commander, Boards help ensure local perspectives inform governance discussions, community safety priorities, and the continuous review of the Local Action Plan and other strategic policing priorities.

Boards may wish to consider:

- what information is available regarding hate-motivated incidents within the detachment area; community partners, local cultural groups and service providers;
- whether these issues are emerging as community safety concerns;
- how community engagement activities can assist the Board in understanding local perspectives;
- whether these issues should inform discussions regarding local priorities and community safety; and
- what governance questions the Board may wish to discuss with the Detachment Commander.

How Police Governance Ontario Will Support Members

The Inspector General's Notice identifies both the Ontario Association of Chiefs of Police and Police Governance Ontario as organizations that will help support consistent implementation of the identified actions across Ontario's policing sector.

Police Governance Ontario is currently reviewing the governance implications of the Notice and will be working to support members through practical governance resources, educational opportunities, and future **Governance Insights**.

Over the coming months, members can expect resources designed to help Boards:

- better understand their governance responsibilities;
- identify appropriate governance questions to ask;
- distinguish governance oversight from operational policing responsibilities; and
- consider how emerging issues may be reflected in strategic planning, Board policies, and ongoing governance discussions.

Recognizing the different governance responsibilities of municipal police service boards and OPP Detachment Boards, PGO's resources will reflect the unique legislative role of each governance model.

As additional information becomes available, Police Governance Ontario will continue to keep members informed and provide practical guidance to support effective governance.

As the Inspectorate of Policing continues to monitor implementation and provide additional direction, Police Governance Ontario will work collaboratively with sector partners to ensure members have timely governance information and practical resources that support both municipal police service boards and OPP Detachment Boards.

Members Portal Resources

A copy of the **Inspector General's Memorandum and Notice of Issue** has been posted in the **Announcements** section of the Members Portal for members' reference.

This **PGO Member Notice** will also be available in the [Announcements](#) section so members can refer back to both documents as additional governance resources, educational materials, and Governance Insights are developed in response to this important issue.

This email was sent on behalf of Police Governance Ontario 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 Police Governance Ontario at holly@policegovernanceontario.ca.

Deep River Police Service Board Policy Register

as at 02-Mar-26

Category	Policy Number	Policy Title	Reporting Requirements
Administration and Infrastructure	AI-001	Strategic Plan	WHO: Police Service WHAT: Progress updates TO WHOM: Board HOW OFTEN: Regular ~~~~~ WHO: Board WHAT: Strategic Plan TO WHOM: Internet HOW OFTEN: On approval
Administration and Infrastructure	AI-002	Skills Development and Learning	WHO: Chief of Police WHAT: Compliance with legislated training requirements TO WHOM: Board HOW OFTEN: Annually
Administration and Infrastructure	AI-011	Reporting and Information Sharing	WHO: Chief of Police WHAT: Annual Report (strat plan update, performance metrics, public complaints, cost of policing, etc.) TO WHOM: Board HOW OFTEN: Annually, before June 30 ~~~~~ WHO: Board WHAT: Annual report (strat plan update, performance metrics, affairs of the service, etc.) TO WHOM: Municipal Council HOW OFTEN: Annually, before June 30
Administration and Infrastructure	AI-012	Use of Force	WHO: Chief of Police WHAT: Annual Use of Force report TO WHOM: Board HOW OFTEN: Annually
Administration and Infrastructure	AI-016	Workplace Violence Prevention	WHO: Chief of Police WHAT: Report on incidents of threat or violence TO WHOM: Board HOW OFTEN: Regularly

Deep River Police Service Board Policy Register

as at 02-Mar-26

Category	Policy Number	Policy Title	Reporting Requirements
Crime and Prevention	CP-001	Problem Oriented Policing	WHO: Chief of Police WHAT: steps taken to promote, implement and evaluate problem-oriented policing initiatives TO WHOM: Board HOW OFTEN: Annually
General Policies	GP-001	Adequate and Effective Policing	WHO: Chief of Police WHAT: crime analysis, call analysis, public disorder analysis data, crime trends, TO WHOM: Board, internet HOW OFTEN: Annually ~~~~~ WHO: Chief of Police WHAT: missing persons investigations, related urgent demands and types of records requested TO WHOM: Board, internet HOW OFTEN: Annually
General Policies	GP-002	Code of Conduct for Board Members	WHO: BOARD WHAT: Complaints regarding conduct of board members TO WHOM: Inspector General HOW OFTEN: on occurrence
General Policies	GP-004	Disclosure of Personal Information	WHO: Chief WHAT: matters of significance to the public interest TO WHOM: Board HOW OFTEN: on occurrence
General Policies	GP-006	Quality Assurance	WHO: Chief WHAT: Results of annual audits of "adequate and effective policing" and compliance with the Act TO WHOM: Board HOW OFTEN: annually
General Policies	GP-010	Secondary Activities	WHO: Chief WHAT: nature or type of the secondary activity and the reasons for allowing or denying TO WHOM: Board HOW OFTEN: on occurrence

Deep River Police Service Board Policy Register

as at 02-Mar-26

Category	Policy Number	Policy Title	Reporting Requirements
General Policies	GP-011	Active Attacker Incidents	WHO: Chief WHAT: report reviewing and evaluating the response to the incident TO WHOM: Board HOW OFTEN: on occurrence, within 120 days
General Policies	GP-012	Extreme Incident Response Plan	WHO: Chief WHAT: report reviewing and evaluating the response to the incident TO WHOM: Board HOW OFTEN: on occurrence, within 120 days
General Policies	GP-012	Extreme Incident Response Plan	WHO: Chief WHAT: report reviewing and evaluating the response to the incident TO WHOM: Board HOW OFTEN: on occurrence, within 120 days
General Policies	GP-013	Naloxone Administration	WHO: Chief WHAT: count of naloxone administration TO WHOM: Board HOW OFTEN: Annually
General Policies	GP-014	Complaints of Misconduct	WHO: Chief WHAT: count of complaints of misconduct, compared to previous periods TO WHOM: Board HOW OFTEN: Annually
General Policies	GP-017	Collection of Identifying Information in Certain Circumstances - Street Checks	WHO: Chief WHAT: count of incidents, resulting complaints, etc. See policy TO WHOM: Board HOW OFTEN: Annually
General Policies	GP-018	Shared Services Agreements	WHO: Chief WHAT: list of all agreements, parties involved, cost consequences TO WHOM: Board HOW OFTEN: Annually

Deep River Police Service Board Policy Register

as at 02-Mar-26

Category	Policy Number	Policy Title	Reporting Requirements
General Policies	GP-021	Critical Point Reporting	WHO: Chief WHAT: various TO WHOM: Board HOW OFTEN: various
Law Enforcement	LE-003	Crime, Call and Public Disorder Analysis	WHO: Chief WHAT: crime, calls for service and public disorder patterns, trends and forecasts TO WHOM: Board HOW OFTEN: Annually (in annual report)
Law Enforcement	LE-006	Criminal Investigation Management & Procedures	WHO: Chief WHAT: the occurrences which can be investigated by members of the Police Service based on their competence and experience, and which occurrences require the services of another Police Service TO WHOM: Board HOW OFTEN: Annually (in annual report)
Law Enforcement	LE-009	Joint Forces Operations	WHO: Chief WHAT: the number of completed joint forces operations that the Police Service participated in, the cost to the Police Service and whether they achieved their performance objectives TO WHOM: Board HOW OFTEN: Annually (in annual report)
Law Enforcement	LE-010	Internal Task Force	WHO: Chief WHAT: the number of completed internal task forces established within the Police Service, the cost to the Police Service and whether they achieve their performance objectives TO WHOM: Board HOW OFTEN: Annually (in annual report)
Law Enforcement	LE-012	Search of Persons	WHO: Chief WHAT: strip search data and report to the Board on the following information: Number of strip searches, race, gender, age of arrestees, number of times force was used, number of items found, and trend analyses TO WHOM: Board HOW OFTEN: Annually (in annual report)

Deep River Police Service Board Policy Register

as at 02-Mar-26

Category	Policy Number	Policy Title	Reporting Requirements
Law Enforcement	LE-026	Missing Persons	WHO: Chief WHAT: the use of urgent demands for records by members of the Police Service TO WHOM: Board HOW OFTEN: Annually (in annual report by April 1)
Law Enforcement	LE-045	Vehicle Pursuits	WHO: Chief WHAT: summary of the written procedures regarding vehicle pursuits; confirmation of compliance with the procedures regarding vehicle pursuits; total number of vehicle pursuits undertaken in the previous 12-month period ending July 31 of that year, and a summary of each TO WHOM: Board HOW OFTEN: Annually (by August 31)

Municipal Police Service Board Annual Governance Cycle & Workplan Framework

1.0 Scope

Purpose

This framework offers a practical calendar year view of activities that Municipal Police Service Boards may find helpful when planning and organizing their governance responsibilities.

Intended Use

Boards may choose to use this framework as an internal planning aid and reference tool to support their annual work. It can be customized to reflect local meeting schedules and updated each year to track completion of key governance activities.

Key Pillars

Governance and Strategic Direction
Chief Performance and Accountability
Financial Stewardship
Community Engagement and Transparency
Compliance and Risk Oversight
Continuity and Board Development

Connection to PGO Resources

This framework complements the guidance and materials available through the PGO Member Portal and Governance Insights series. Boards are encouraged to consult these resources for examples, templates, and emerging governance practices.

Disclaimer

This document is a voluntary planning aid. It is not a legal or regulatory requirement and does not replace statutory obligations under the Community Safety and Policing Act, 2019.

2.0 USER GUIDE

2.1 How to Use This Framework

Adopt annually

Boards may choose to confirm or update their annual governance workplan at the beginning of each year using this framework as a reference.

Customize

Boards may adapt the framework to match local meeting schedules and governance practices.

Track progress

Boards may record when activities are completed to support continuity and future planning.

Consider preparation timelines

Many governance activities require preparation well in advance of statutory deadlines. Boards may find it helpful to identify information and discussion requirements early in the governance cycle.

Carry forward

Boards may maintain governance records and transition notes each year to support continuity when board membership changes.

2.2 Meeting Cadence

Police service boards determine their own meeting schedules in accordance with their procedural by law and applicable legislation.

Some boards may choose to meet more frequently or hold working sessions between meetings to maintain oversight and ensure timely governance decisions.

This framework illustrates how governance activities may be distributed throughout the year while allowing flexibility for local practice.

2.3 Strategic Planning Cycles

Many police services operate under multi year strategic plans.

Boards may incorporate strategic planning activities into the governance cycle in different ways depending on where they are in the planning cycle. Strategic planning years may include consultation, environmental scanning, and development of new priorities. Other years may focus on reviewing progress against existing strategic priorities.

2.4 Municipal Election Cycles

Municipal elections occur every four years and may result in changes to board membership.

Boards may find it helpful to begin preparing transition materials in the year prior to a municipal election to support continuity. This may include updating governance records, documenting current priorities, and preparing orientation materials for incoming members.

2.5 Continuity and Governance Records

Boards may maintain a continuity file or digital record that includes governance documents such as bylaws, policies, meeting records, training records, and annual reports.

Maintaining these records supports continuity during membership transitions and assists future boards in understanding previous decisions and priorities.

3.0 ANNUAL GOVERNANCE CYCLE TABLE

The following table illustrates how common governance activities may align across a calendar year for municipal police service boards. The timing shown reflects typical preparation and reporting cycles, including annual reporting, financial planning, and performance oversight.

Boards may adapt the timing and sequencing of these activities to reflect their local meeting schedules, governance practices, and strategic planning cycles. Some boards may choose to address certain topics through working sessions or briefings between formal meetings.

Many governance activities require preparation well in advance of formal decisions or reporting deadlines. Boards may find it helpful to consider information needs, discussion timing, and community engagement opportunities earlier in the governance cycle to support informed decision making and effective oversight.

This framework is intended to support planning, continuity, and transparency in board governance.

Quarter	Month / Period	Governance Focus	Board Work and Decisions	Preparation or Inputs Required	Forward Planning Signals
Q1	January	Direction and continuity	Review previous year policing outcomes and governance activities. Confirm submission of the Chief performance evaluation for the previous year. Approve the annual meeting schedule and governance workplan. Confirm training and orientation needs for members.	Year end operational performance data. Strategic plan progress updates. Community safety indicators.	Boards may begin identifying materials required for future board orientation and governance transition planning.
Q1	February – March	Strategic alignment and oversight	Review operational trends and community safety priorities. Confirm alignment between policing priorities and the Community Safety and Well Being Plan. Review governance policies and bylaws to determine	Operational performance reports. Community safety data. Strategic plan indicators.	If entering a strategic planning year, boards may begin environmental scanning and consultation planning.

Quarter	Month / Period	Governance Focus	Board Work and Decisions	Preparation or Inputs Required	Forward Planning Signals
			whether updates may be required.		
Q2	April – June	Public accountability and transparency	Review and approve the Annual Police Service Report. Provide the Annual Report to municipal council and make it publicly available. Review operational performance trends and policing outcomes.	Operational performance summaries. Community engagement information. Governance activity records.	Boards may begin identifying community engagement or consultation opportunities that could inform future strategic planning or priority setting.
Q3	July – September	Financial stewardship and risk oversight	Review operational trends and emerging risks affecting community safety. Review financial projections and begin discussion of the next year police service budget. Review governance policies scheduled for periodic review.	Financial forecasts. Operational trend data. Service resource planning information.	In the year prior to a municipal election, boards may begin preparing governance transition materials and documenting current board priorities.
Q4	October – December	Evaluation and governance renewal	Conduct the Chief of Police performance evaluation. Review progress against strategic priorities. Conduct a board self assessment or governance reflection. Identify governance priorities for the coming year.	Performance evaluation information. Strategic plan progress data. Community safety indicators.	In municipal election years, boards may prepare transition documentation and governance orientation materials for incoming members.
Ongoing	Throughout the Year	Community awareness,	Maintain awareness of community safety	Community feedback.	Information gathered throughout the year may

Quarter	Month / Period	Governance Focus	Board Work and Decisions	Preparation or Inputs Required	Forward Planning Signals
		transparency, and compliance oversight	concerns, policing trends, and compliance with provincial policing standards through reports and briefings. Support transparency by sharing appropriate governance information with municipal councils and the public.	Operational reports. Regulatory or policy updates.	inform strategic planning, policy review, and future governance priorities.

4.0 APPENDICES

The appendices provide supporting definitions, examples, and practical tools that boards may adapt to their local context. These materials are optional planning aids and may be customized by each board as needed.

Appendix A Glossary of Key Terms

This appendix helps newer board members understand common governance language.

Adequate and Effective Policing

The standard established under the Community Safety and Policing Act that municipalities must ensure appropriate policing services are provided to meet community safety needs.

Annual Police Service Report

A public report summarizing policing activities, governance oversight, and community safety outcomes from the previous year.

Board Workplan

The annual schedule of governance discussions and oversight activities used by the board to organize its work.

Chief of Police

The individual responsible for managing police service operations and reporting to the board on performance, priorities, and resource needs.

Community Safety and Well Being Plan

A municipally led plan identifying local safety priorities and coordination among community partners.

Strategic Plan

A multi year plan outlining the police service's priorities, goals, and objectives.

Public Engagement

Activities that provide opportunities for community input and transparency regarding policing priorities.

Transition and Orientation

The process of preparing new board members with governance records, policies, and context to support continuity.

Appendix B

Sample Annual Governance Workplan

Month	Governance Focus	Example Discussion Topics
January	Governance direction and continuity	Review previous year policing outcomes and governance activities. Confirm submission of the Chief performance evaluation. Approve annual board meeting calendar and governance workplan. Review board training and orientation needs.
February	Strategic awareness	Review community safety priorities and emerging policing issues. Consider alignment between policing priorities and the Community Safety and Well Being Plan.
March	Operational oversight	Review operational performance trends and service priorities. Discuss strategic plan progress and any emerging community safety concerns.
April	Public accountability preparation	Review information and data that will inform the Annual Police Service Report. Discuss community engagement or transparency opportunities.
May	Annual reporting preparation	Review draft Annual Police Service Report and supporting information. Consider any revisions prior to final approval.
June	Public reporting and transparency	Approve and release the Annual Police Service Report. Provide report to municipal council and make it publicly available.
July	Risk awareness and governance oversight	Review operational trends and emerging risks affecting community safety. Discuss strategic priorities and service developments.
August	Financial awareness	Review policing resource needs and service pressures that may affect future budgeting discussions.
September	Budget discussion	Review financial projections and begin discussion of the next year police service budget. Consider operational and strategic priorities that may influence budget planning.
October	Governance oversight	Review policing performance trends and compliance awareness. Review governance policies scheduled for periodic review.
November	Evaluation preparation	Review information that will inform the Chief of Police performance evaluation and discuss strategic plan progress.
December	Governance renewal and transition	Conduct Chief performance evaluation. Review governance practices and identify priorities for the coming year. Prepare governance transition materials if board membership changes are expected.

Appendix C
Governance Continuity Checklist

Area	Governance Task	Timing / Frequency	Status / Notes
Meeting Coordination	Confirm board meeting schedule for the upcoming year.	January	
Meeting Coordination	Ensure meeting notices and agendas are prepared and circulated in accordance with the board's procedural by law.	Each meeting	
Meeting Coordination	Maintain record of meeting minutes and ensure approved minutes are available for the public record where appropriate.	Ongoing	
Records Management	Maintain governance records including bylaws, policies, meeting minutes, workplans, and reports.	Ongoing	
Records Management	Maintain secure storage for confidential governance records such as performance evaluations and sensitive correspondence.	Ongoing	
Public Reporting	Ensure the Annual Police Service Report is approved and provided to municipal council and made publicly available.	Annually	
Governance Awareness	Maintain a record of board orientation and training activities for all members.	Ongoing	
Governance Awareness	Track board participation in governance training opportunities or conferences.	Ongoing	
Strategic Awareness	Maintain awareness of strategic plan progress and relevant community safety priorities.	Ongoing	
Transition Preparation	Prepare governance records and orientation materials for incoming board members when membership changes occur.	Election year or transition periods	
Transition Preparation	Maintain updated contact lists, governance records, and key documents to support board continuity.	Ongoing	

Boards may find additional governance tools, templates, and guidance through the PGO Member Portal and Governance Insights library.

These resources offer practical examples and emerging governance practices that complement this planning framework.