



1 Call To Order

2 Adoption of Agenda

Resolution 1

Moved by:

Seconded by:

BE IT RESOLVED THAT the agenda for the meeting of September 3, 2026 be approved as presented / amended.

3 Declarations of Pecuniary Interest

4 Minutes of Previous Meetings

4.1 Minutes from the Regular meeting of July 20, 2026

Resolution 2 MOVED BY:
SECONDED BY:

BE IT RESOLVED THAT the minutes from the Meeting of July 20, 2026 be approved as presented / amended.

4.2 Minutes from the Regular meeting of August 13, 2026

Resolution 3 MOVED BY:
SECONDED BY:

BE IT RESOLVED THAT the minutes from the Meeting of August 13, 2026 be approved as presented / amended.

5 Correspondence

Resolution 4 MOVED BY:
SECONDED BY:

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

Date	Received From	Subject	Notes
24 July 2026	Inspectorate of Policing	Advisory Bulletin 4.1 on Political Activity - What Board Members Need to Know	
28 July 2026	Inspectorate of Policing	Memo #12: Release of the Inspector General of Policing 2025 Annual Report	
28 July 2026	Police Governance Ontario	Briefing 1 - Inspector General Releases 2025 Annual Report	Includes questions for the Board to consider when reading the IG Annual Report
4 August 2026	Police Governance Ontario – Zone 2	Save The Date - Next PGO Zone 2 Meeting - September 25, 2026	Next Zone 2 meeting to take place in Cornwall on September 25.
10 August, 2026	Police Governance Ontario	Briefing 3: Interpreting the Inspector General of Policing's 2025 Annual Report	
18 August, 2026	Police Governance Ontario	Governance Briefing No. 5: Evidence-Informed Governance	
3 September, 2026	Police Governance Ontario – Zone 2	Agenda for next Zone 2 meeting	Includes update from Graham Wight, and a presentation re Human Trafficking

6 Business

- 6.1 Board Education Item
- 6.2 Report from the Station
- 6.3 Financial Update
- 6.4 Legislative and Policy Matters
- 6.5 Strategic Priorities and Direction
- 6.6 Board Workplan

7 In Camera Meeting

Resolution 5 MOVED BY:
SECONDED BY:

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

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

(a) *the security of the property of the board;*

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

(c) a proposed or pending acquisition or disposition of land by the board;

(d) labour relations or employee negotiations;

(e) litigation or potential litigation affecting the board, including matters before administrative tribunals;

(f) advice that would be inadmissible in a court by reason of any privilege under the law of evidence, including communications necessary for that purpose;

(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;

(h) 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;

(i) a trade secret or scientific, technical, commercial or financial information that belongs to the board and has monetary value or potential monetary value;

(j) 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;

(k) 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; or

(l) an ongoing investigation respecting the police service board.

7.1 44 (2)(b) – IDENTIFIABLE INDIVIDUALS: Personnel Matter

7.2 44 (2)(d) – LABOUR RELATIONS: Indemnification and Legal Representation

8 Matters arising from In Camera Meeting

9 Meeting Dates

Next Meeting of the Board: September 17, 2026

10 Adjournment

Resolution 6

MOVED BY:

SECONDED BY:

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



MINUTES
Deep River Police Service Board
July 20, 2026
Town Hall



Present:	Tracy Russell (remote)	Chair, Provincial Board member	TR
	Kelly Lapping	Community member	KL
	Christina Giardini	Council member	CG
	Suzanne D'Eon	Head of Council member	DD
	Mark Kane	Chief of Police	MK
	Christian Kaiser	Board Secretary	CK

1 Call To Order

The Chair called the meeting to order at 5:34pm

2 Adoption of Agenda

Resolution 1 MOVED BY: Tracy Russell
 SECONDED BY: Kelly Lapping

BE IT RESOLVED THAT the agenda for the meeting of July 20, 2026 be approved as presented.

CARRIED

3 Declarations of Pecuniary Interest

There were no declarations of pecuniary interest.

4 Minutes of Previous Meetings

4.1 Minutes from the Regular meeting of June 29, 2026

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

BE IT RESOLVED THAT the minutes from the Meeting of June 29, 2026 be approved as presented / amended.

CARRIED

5 Correspondence

Resolution 3 MOVED BY: Tracy Russell
 SECONDED BY: Suzanne D'Eon

BE IT RESOLVED THAT the following items of correspondence be received.

CARRIED

Date	Received From	Subject	Notes
14 July 2026	Inspectorate of Policing	Inspector General Memo #11: Notice of Issue – Increase in Antisemitism and Hate-Motivated Incidents	Description of new “Notice of Issue” tool, to be used by the IoP to identify and call attention to issues related to delivery of policing service. Notice of Issue regarding antisemitism and hate motivated crimes. Description of actions taken by the IoP, and general guidance for police boards and services.

6 Business

6.1 Report from the Station

The Chief presented the 2026 Q2 report.

6.2 Financial Update – Year to date

Deferred to next meeting.

6.3 Unbudgeted Capital Item Request – update

The Chief identified several capital purchases that may be required in this year. These items have all reached or are close to end of life, including:

- AED devices for each vehicle
- New radio equipment
- Conducted Energy Devices

The Board directed the Chief to bring forward detailed costings and timings for these purchases. If required, the Board will provide the necessary requests to the municipality for additional funding in the 2026 year.

6.4 Inspectorate of Policing Inspections – update

No dates have been provided yet for the inspection. The Chief will inform the Board when these become available.

6.5 Priorities and Direction

Discussion deferred to next meeting

6.6 Board Workplan

Discussion deferred to next meeting.

7 In Camera Meeting

Resolution 5

MOVED BY: Suzanne D'Eon

SECONDED BY: Christina Giardini

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;

CARRIED

7.1 IDENTIFIABLE INDIVIDUALS: Public Complaint / SIU Investigation

7.2 IDENTIFIABLE INDIVIDUALS: Personnel matter

7.3 IDENTIFIABLE INDIVIDUALS: Labour Relations

The Board entered the In Camera meeting at 7:26 pm.

The Board adjourned the In Camera meeting at 8:35 pm.

8 Matters arising from In Camera Meeting

There were no matters arising from the In Camera meeting.

9 Adjournment

Resolution 6

MOVED BY: Tracy Russell

SECONDED BY: Suzannes D'Eon

BE IT RESOLVED THAT THE Deep River Police Service Board hereby adjourns this meeting at 8:36 pm.



(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.

CARRIED

3.1 IDENTIFIABLE INDIVIDUALS Complaint from a Member of the Public

The Board entered the In Camera portion of the meeting at 5:35 pm.

The Board exited from the In Camera portion of the meeting at 10:30pm.

4 Matters arising from In Camera Meeting

There were no matters arising from the In Camera Meeting.

5 Adjournment

Resolution 3

MOVED BY: Kelly Lapping

SECONDED BY: Christina Giardini

BE IT RESOLVED THAT THE Deep River Police Service Board hereby adjourns this meeting at 7:02 pm.

CARRIED



**Inspectorate
of Policing**

**Service d'inspection
des services policiers**

Office of the Inspector
General of Policing

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

Bureau de l'inspecteur général
des services policiers

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

Inspector General of Policing Memorandum and Advisory Bulletin

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

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: July 24, 2026

SUBJECT: Inspector General Memo and Advisory Bulletin #4.1:
Political Activity -- Police Service Board Members &
OPP Detachment Board Members

As part of my advisory role under section 102(4) of the *Community Safety and Policing Act, 2019* (CSPA), I am writing to provide information and advice regarding political activity by members of police service boards and OPP detachment boards.

In advance of the upcoming municipal elections, questions may arise regarding the extent to which board members may engage in political activities while continuing to fulfill their governance responsibilities with boards.

The CSPA requires police service board members and OPP detachment board members to comply with each of the applicable Codes of Conduct. These Codes are regulations — that is, they have legal force — and, among other things, establish standards of conduct that may apply when members participate in political activities.

These Codes are set out in:

[Ontario Regulation 408/23 \(Code of Conduct for Police Service Board Members\)](#); and
[Ontario Regulation 409/23 \(Code of Conduct for OPP Detachment Board Members\)](#).

While political activity is not prohibited, board members must ensure that activities in which they engage do not:

- conflict with their statutory duties as board members;
- create actual or perceived conflicts of interest between their role as board members and their political activity;
- compromise their impartiality as board members; or,
- undermine public confidence in the board or the police service.

The enclosed Advisory Bulletin #4.1 is being released in line with my statutory duty to provide advice to the Ontario policing sector concerning compliance and performance. The Advisory Bulletin provides an overview of the legislative, governance, and ethical considerations applicable to board members who participate in political activities or seek elected office. It also highlights key compliance, conflict-of-interest, accountability, and public trust considerations to support effective governance and informed decision-making.

I trust this information will be helpful to you. Should you have any questions, please contact your Police Services Advisor.

All IG Memos and Advisory Bulletins are posted on our website: www.iopontario.ca.

Sincerely,



Ryan Teschner
Inspector General of Policing of Ontario

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

Enclosed: Advisory Bulletin
Political Activity: What Board Members Need to Know.

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



Advisory Bulletin 4.1: Political Activity – Police Service Board Members & OPP Detachment Board Members

Date of issue: July 24, 2026

What you need to know

1. Board members are governed by prescribed Codes of Conduct

The Community Safety and Policing Act, 2019 (CSPA) requires police service board members and OPP detachment board members to comply with prescribed Codes of Conduct. The Codes of Conduct are set out in:

- [Ontario Regulation 408/23 \(Code of Conduct for Police Service Board Members\)](#)
- [Ontario Regulation 409/23 \(Code of Conduct for OPP Detachment Board Members\)](#)

These Codes apply to all board members and establish conduct standards that may be engaged when members participate in **political activity** (e.g., campaigning, canvassing, attending partisan events, fundraising).

2. While political activity is not prohibited for board members, it must not conflict with board duties or undermine public trust in the board or police service

The Codes of Conduct do not contain standalone provisions related to political activity. However, they **require board members to take certain actions** where they are in a conflict of interest (defined below) and not conduct themselves in a manner that undermines, or is likely to undermine, public trust in the board or the police service.

Political activity by a board member **may raise concerns** where it:

- creates (or reasonably appears to create) a conflict of interest;
- involves speaking on behalf of the board without authorization;
- uses confidential/non-public information obtained through board duties;

- uses the member's position to benefit themselves or someone with whom they have a personal relationship (e.g. uses their official title (e.g., "Police Services Board Member") in their own election campaign materials or when publicly endorsing another candidate, creating the impression that the endorsement carries the authority or support of the board.); or,
- otherwise risks the board member or board failing to comply with the CSPA or its regulations.

This list is **not** exhaustive.

3. Key Code of Conduct provisions commonly engaged in relation to a board member's political activity

a. Public trust

Members must not conduct themselves in a way that undermines or is likely to undermine public trust in the board or the police service (subject to limited good-faith considerations).

b. Statements and communications

Members must not knowingly make false statements relating to board duties, must not purport to speak on behalf of the board unless authorized, and must clearly indicate when expressing a personal opinion when commenting on matters related to the board, the service it maintains or members of the service.

c. Confidentiality and information handling

Members must not access, collect, use, or disclose information obtained in the course of their board duties contrary to law, including the CSPA, and must not disclose to the public information obtained through board duties except as authorized by the board or as required by law.

d. Conflicts of interest and recusal

Both Codes of Conduct define "conflict of interest" broadly to include any situation where a board member's private interests or personal relationships, place, or may be reasonably perceived to place, the member in a conflict with their duties as a board member. Board members must make an individual assessment when determining whether a conflict does in fact exist, or may be perceived to exist by a reasonable member of the public. There may be instances where the prudent course of action for a board member is to err on the side of caution where there is uncertainty as to whether a conflict may be perceived to exist.

Where a conflict of interest exists, a board member is required to promptly disclose the conflict, and refrain from participating in discussion or voting with respect to the matter at a board meeting. Members should also be mindful of other applicable legal duties, including the *Municipal Conflict of Interest Act* (where applicable).

- [Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50](#)

e. Using the position for benefit / advantage

Members must not use their position to benefit themselves, benefit someone with whom they have a personal relationship, or interfere with the administration of justice. An example of where this may be engaged is where a board role/title is used to advance a political candidate or campaign, solicit support, or create the impression of institutional endorsement.

4. Intersection with police officer political activity rules (for awareness)

Ontario Regulation 402/23 (Political Activity) restricts the forms of political activity that a police officer may engage in. While this regulation does **not** apply to board members, board members should be aware of these restrictions and ensure they do not engage with police officers, including command officers, in a manner that may result in that officer contravening the restrictions on political activity set out in this regulation. For example, a board member who is a candidate in a campaign for political office should not seek the attendance of a local chief of police at their political campaign event.

- [Ontario Regulation 402/23 \(Political Activity\)](#)

5. Misconduct disclosures and the IG complaint process

Where a board member reasonably believes another board member's conduct constitutes misconduct, the Codes of Conduct require disclosure to the board chair, or if the misconduct involves the chair, to the Inspector General of Policing (IG). As part of their statutory mandate, the IG receives and investigates complaints about board member misconduct.

- See [Inspectorate of Policing — IG Advisory Bulletin 1.4 \(for related disclosure guidance\)](#)

What you need to do

1. Keep political activity separate from your board member role

When engaging in political activity (e.g., campaigning, canvassing, attending partisan events, fundraising), ensure that you do not act so as to create the impression that you in your capacity as a board member, or the board as a whole endorses a candidate/party/position or that the police service is aligned with a political campaign.

Seeking advice: If you are unsure whether a proposed activity could create a real or perceived conflict of interest, raise concerns about public trust, involve the use of board resources, or otherwise engage your Code of Conduct obligations, seek advice as early as possible. Board members may wish to consult the board chair (or vice-chair), the board's professional staff, their municipal clerk (for election-related rules), the municipality's or board's legal counsel, as appropriate, and their Inspectorate of Policing Police Services Advisor. General IG guidance and resources are also available on the Inspectorate of Policing website ([IG Advisory Bulletins](#)).

Recommended practices:

- Do not use board or police service letterhead, email or social media accounts, contact lists, meeting time, or resources for political purposes/activity.
- If your board title appears in a biography, ensure it is accurate and accompanied by clear language that you are not speaking for the board at a political event.
- Be cautious about social media posts that may undermine public trust, including those that reference the board or police service in the context of political activity by a board member.

Boards and members should be mindful of broader election-related rules that may apply in their context, including:

- [Municipal Elections Act, 1996, S.O. 1996, c. 32, Sched.](#)
- [Election Act, R.S.O. 1990, c. E.6](#)
- [Canada Elections Act, S.C. 2000, c. 9](#)

2. Align your conduct with the Code of Conduct rules on statements

If you speak publicly on policing matters while engaged in political activity, ensure that your statements and other communications, including social media posts and public comments, comply with the Code of Conduct:

- Do not represent that you are speaking for the board.
- Clearly indicate when you are offering a personal opinion.
- Avoid statements that could reasonably undermine trust in the board or police service.

3. Identify, disclose, and manage political conflicts of interest

Political activity may create an actual or perceived conflict of interest where a member is a candidate, organizer, fundraiser, or endorser in an election, or where a member's political activity relates to matters that may come before the board. For example:

- **Using the board role in political activity** (e.g., campaign messaging or advocacy) may suggest influence over or pre-judgment of matters that may come before the board.
- **Fundraising, organizing, or endorsing a political campaign** tied to policing issues may give rise to a real or perceived conflict (e.g., advocating for increased police funding or decisions the board must consider).

Where the Code of Conduct conflict of interest definition is met, members must:

- Promptly disclose the conflict of interest to the chair (or to the IG if the conflict involves the chair).
- Disclose the conflict of interest on the record at the next board meeting after disclosure.
- Not participate in discussion or voting on the matter (for which there is a conflict of interest) at board meetings.

4. Protect confidential/non-public information

Do not use or disclose information obtained or made available to you in the course of your duties as a board member, including for political purposes. **Address alleged misconduct promptly.**

If you reasonably believe a board member's political activity constitutes misconduct under the Codes of Conduct, disclose it to the chair, or to the IG if it involves the chair. A disclosure to the chair constitutes a complaint under section 106 of the CSPA. The board chair must forward this information to the IG in accordance with section 108 of the CSPA and applicable IG guidance.

- [Advisory Bulletin 1.4 | Inspectorate of Policing](#) (for related disclosure guidance)

What we will do

The Inspectorate of Policing will use information received (including disclosures and complaints relating to board member conduct) to support the IG's mandate, including by monitoring compliance and determining whether an investigation or other action is appropriate.

Where allegations of misconduct are received, the IG will review the information and circumstances to determine the appropriate response under the IG's complaint-handling and oversight framework.

The Inspectorate of Policing will continue to provide sector guidance and resources to support boards in complying with the CSPA and its regulations and maintaining public confidence in the civilian governance of policing.

Note: Advisory Bulletins are provided for information purposes only and are not a substitute for legal advice. 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.

Applicable references (quick links)

- [Ontario Regulation 408/23 — Code of Conduct for Police Service Board Members](#)
- [Ontario Regulation 409/23 — Code of Conduct for OPP Detachment Board Members](#)
- [Ontario Regulation 402/23 — Political Activity](#)
- [Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50](#)
- [Municipal Elections Act, 1996, S.O. 1996, c. 32, Sched.](#)
- [Election Act, R.S.O. 1990, c. E.6](#)
- [Canada Elections Act, S.C. 2000, c. 9](#)
- [Inspectorate of Policing — IG Advisory Bulletins](#)

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



Political Activity: What Board Members Need to Know

Political activity is permitted, but board members must avoid conflicts of interest, protect confidential information, and maintain public trust.

Do

- ✓ Keep campaign activity separate from your board role.
- ✓ Use accurate biographies with a disclaimer that you are not speaking for the board.
- ✓ Be cautious with social media posts that reference the board or police service.
- ✓ Seek advice if unsure about conflicts, public trust or board resources.
- ✓ Ensure any personal views expressed align with Code of Conduct obligations and do not undermine public trust.

Don't

- ✗ Use board letterhead, email, contact lists or resources for politics.
- ✗ Use your board title to advance a campaign or imply board endorsement.
- ✗ Post content that creates the impression your board member role is being used for political campaign purposes
- ✗ Assume that using your personal account means there are no Code obligations.
- ✗ Use confidential information obtained through your board duties for political purposes.

If political activity creates a conflict (actual or perceived), members must:

1. Promptly disclose it
2. Disclose it on record at the next board meeting
3. Not participate in discussion or voting on the affected matter

Christian Kaiser

From: Jeanine Lassaline-Berglund <communications@policegovernanceontario.ca>
Sent: July 28, 2026 02:08 PM
To: Christian Kaiser
Subject: Subject: Inspector General of Policing Releases 2025 Annual Report

Dear Members,

Today, the Inspector General of Policing released the **2025 Annual Report**, providing an overview of the Inspectorate of Policing's activities during 2025, observations on the current state of policing and police governance in Ontario, and several emerging priorities that will influence policing oversight in the years ahead.

While many members will receive or have already reviewed the report, it is an important document that provides valuable insight into the Inspector General's priorities and the evolving expectations of police service boards under the *Community Safety and Policing Act*.

To assist members, Police Governance Ontario has posted both the Inspector General's announcement and the full Annual Report in the Members Portal.

As part of our commitment to supporting effective police governance, PGO will be examining several of the report's key governance themes over the coming weeks. Rather than simply summarizing the report, these Governance Briefings will explore what these emerging issues mean for police service boards, identify practical considerations for board discussion, and connect members with relevant PGO guidance, tools, templates and training.

Upcoming Governance Briefings

- **Governance Beyond Compliance** – Understanding the Inspector General's growing focus on governance effectiveness.
- **Preparing for Integrity and Anti-Corruption Oversight** – Governance considerations arising from the province-wide inspection initiative.
- **Inspector General Decisions** – What published decisions tell boards about governance expectations.
- **Evidence-Informed Governance** – Understanding the increasing role of data, performance measurement and oversight.
- **Governance Readiness** – Building governance systems that support accountability, transparency and continuous improvement.
- **Planning for the Future** – Emerging governance priorities for Ontario police service boards.

Each briefing will conclude with governance considerations, practical discussion questions and links to relevant PGO resources.



PGO Governance Briefing No. 1

Integrity Begins with Governance

Understanding the Inspector General's Vision for Police Governance

The recent announcement of a province-wide **Police Integrity and Anti-Corruption Inspection** has understandably generated considerable discussion among municipal police service boards.

While the inspection has received significant attention, the Inspector General's Annual Report demonstrates that it is part of a much broader vision for policing oversight in Ontario.

Throughout the report, three themes are consistently linked:

- **Integrity**
- **Legitimacy**
- **Public Confidence**

The report makes it clear that public confidence is not determined solely by the actions of individual police officers. It is also influenced by leadership, governance, transparency, accountability and the systems that guide decision-making throughout the policing sector. Strong governance is presented as a critical contributor to legitimate policing and enduring public trust.

This is an important message for every police service board.

Integrity does not begin when an inspection is announced.

It begins with the governance framework a board establishes, the questions it asks, the policies it adopts, the oversight it exercises, and the culture of accountability and continuous improvement it promotes.

What Does This Mean for Municipal Police Service Boards?

For municipal police service boards, the recently announced Integrity and Anti-Corruption Inspection should be viewed within the broader context of the Inspector General's oversight philosophy.

The inspection is intended to assess whether governance systems are in place to prevent, detect and respond to integrity risks—not simply whether misconduct has occurred.

Boards should consider whether their governance framework demonstrates effective oversight through current policies, meaningful reporting, clear accountability, regular governance review and a commitment to continuous improvement.

What Does This Mean for OPP Detachment Boards?

Although OPP Detachment Boards do not govern stand-alone police services, the broader governance themes identified throughout the Annual Report are equally relevant.

The principles of legitimacy, accountability, transparency, evidence-informed decision-making and continuous improvement apply across Ontario's policing governance framework.

For OPP Detachment Boards, these themes reinforce the importance of effective governance through informed oversight of detachment performance, meaningful engagement with the communities they serve, thoughtful strategic discussions and ongoing board development.

While the current integrity inspection is focused on municipal police services and boards, the governance principles underpinning the Inspector General's work apply across the policing sector and should inform every board's approach to governance.

Questions for Your Board

As your board reviews the Annual Report, consider discussing the following questions at an upcoming meeting:

- How does our board demonstrate integrity through its governance practices?
- Beyond legislative compliance, how do our governance practices strengthen public confidence?
- Are our governance policies, procedures and oversight practices current and aligned with today's expectations?
- What evidence would demonstrate effective governance if our board's practices were reviewed?
- What governance improvements should our board prioritize over the next 12 months and how do we ensure continuity and focus after the coming municipal elections?

Related PGO Resources

This first briefing introduces a number of governance themes that PGO has been developing over the past year. Future Governance Briefings will continue to connect members with specific PGO guides, templates, training programs, webinars and practical governance tools that support each topic.

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.



**Inspectorate
of Policing**

**Service d'inspection
des services policiers**

**Office of the Inspector
General of Policing**

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

**Bureau de l'inspecteur général
des services policiers**

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

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 28, 2026

SUBJECT: Inspector General Memo #12: Release of the Inspector General of Policing
2025 Annual Report

Each year, the Inspector General of Policing's Annual Report provides an opportunity to reflect on the state of policing and police governance in Ontario, the challenges facing the sector, and the ongoing efforts to strengthen accountability and public confidence. I am pleased to share my 2025 Annual Report, *Oversight in Action: Advancing Integrity, Accountability, and Public Confidence*.

As required by the *Community Safety and Policing Act*, the Annual Report details how I have fulfilled my legislative responsibilities to independently oversee compliance and performance within Ontario's policing sector, including complaints addressed, inspections conducted, directions issued, and other oversight activities carried out throughout the year.

The report reflects a year of continued growth and evolution for both the Inspectorate of Policing (IoP) and Ontario's modernized policing oversight framework. It also highlights the important contributions of the dedicated professionals at the IoP whose expertise, integrity, and commitment are central to advancing our mandate. I am grateful to the team at the IoP who work for the public good by supporting improvements to policing performance to make everyone in Ontario safer.

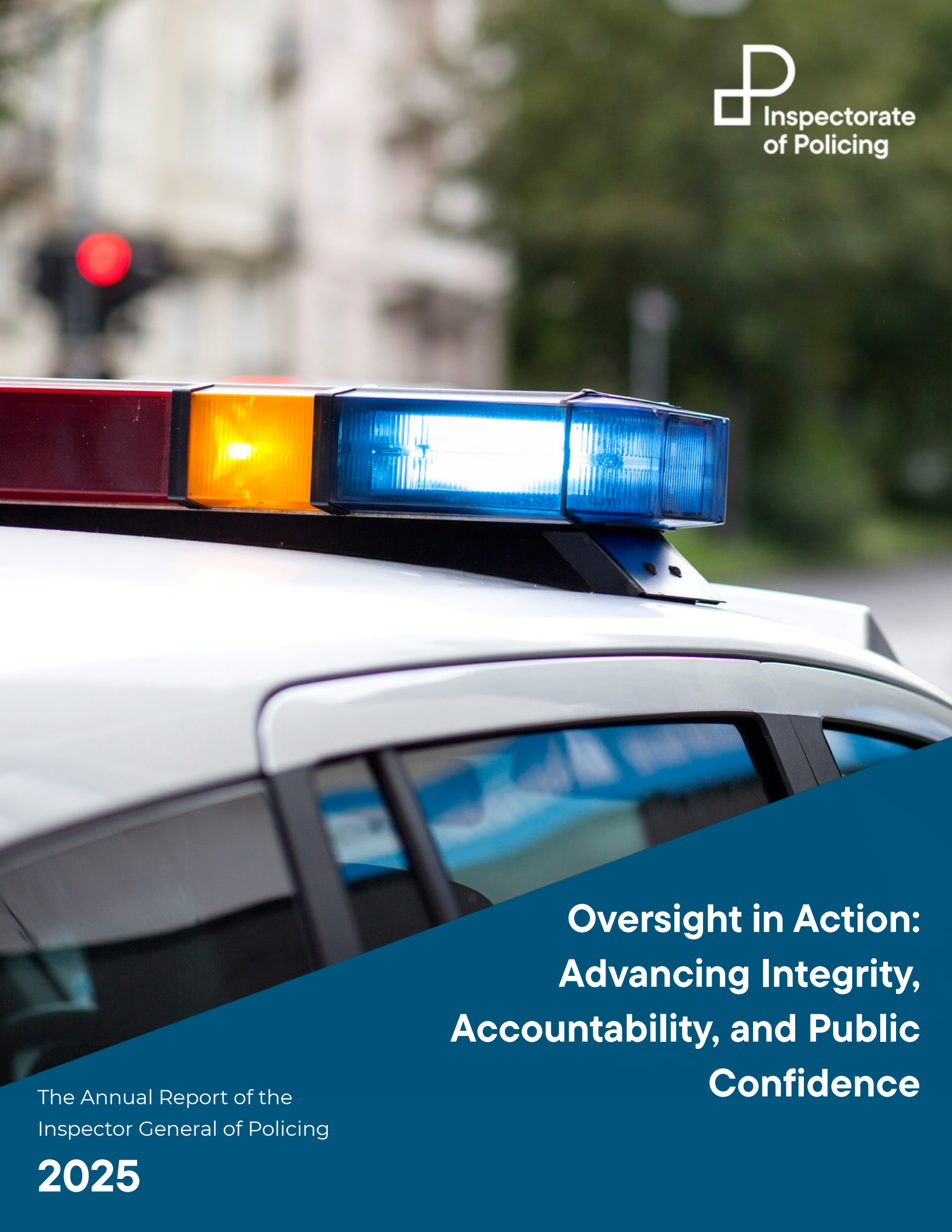
Thank you for your continued engagement, professionalism, and commitment to serving communities across the province. The perspectives, and experiences shared by police services and police service boards throughout the year have helped inform the insights and content reflected in this report. I look forward to continuing our work together in support of effective policing, responsive governance, and public trust.

Sincerely,

Ryan Teschner

Inspector General of Policing of Ontario

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



**Oversight in Action:
Advancing Integrity,
Accountability, and Public
Confidence**

The Annual Report of the
Inspector General of Policing

2025



Inspectorate
of Policing

Service d'inspection
des services policiers

Office of the Inspector
General of Policing

Bureau de l'inspecteur général
des services policiers

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

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

June 30, 2026

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

Dear Solicitor General Kerzner,

I am pleased to submit the 2025 Annual Report of the Inspector General of Policing. This Report reflects a pivotal year in the continued implementation of Ontario's modernized policing oversight framework under the Community Safety and Policing Act (CSPA). In 2025, the Inspectorate of Policing (IoP) advanced from foundational development to full operationalization of its mandate—demonstrating how independent, civilian oversight strengthens accountability, performance, and public trust across Ontario's policing sector.

A central theme of this year's Report is **legitimacy as the foundation of public confidence in policing**. Our work underscores that legitimacy is not only a function of individual conduct, but of institutional design—encompassing governance structures, leadership practices, and system-wide safeguards that shape how authority is exercised and perceived. Legitimate policing is reflected in actions that are grounded in fairness, transparency, and alignment with the public interest. Independent oversight plays a critical role in sustaining this legitimacy by providing impartial scrutiny, reinforcing accountability, and helping to ensure that policing services are delivered and governed in a manner that maintains public trust. Where legitimacy is strong, consent and confidence can be sustained; where it is in question, public trust can quickly erode.

Throughout 2025, the IoP exercised its oversight responsibilities through inspections, investigations, advisory activities, data-driven analysis, and independent research. Notably, we published Ontario's first Inspector General Decisions, providing clear, public articulation of expectations for adequate and effective policing and police governance. These decisions represent an important step in embedding transparency, clarifying standards, and establishing precedents to guide the sector.

The Report also identifies a number of ongoing and intensifying challenges impacting policing and governance across Ontario. Police services and boards continue to operate in an increasingly complex financial and operational environment, marked by rising costs, expanding responsibilities, and sustained pressure on municipal budgets. The implementation of the CSPA has also introduced new legislative and governance requirements, prompting continued adaptation and capacity-building across the sector.

These pressures are compounded by human resource challenges, including recruitment and retention pressures, increased workplace absences, and emerging gaps in leadership succession. At the same time, police services are responding to growing and more complex demands, including mental health and addictions-related calls, public order events, and evolving community safety expectations. Governance bodies face parallel pressures, including turnover, vacancies, and the need for increasingly sophisticated oversight in a rapidly changing environment.

Together, these dynamics underscore the importance of strong governance, clear performance standards, and effective oversight in ensuring that policing services remain adequate, effective, and responsive to community needs.

Looking forward, the Report outlines the IoP's key areas of focus, including the launch of a province-wide inspection into police integrity and anti-corruption practices. This initiative reflects a commitment to identifying and addressing systemic risks, and ensuring that Ontario's policing institutions remain resilient in the face of emerging challenges.

I would like to express my sincere appreciation to the dedicated professionals of the IoP, whose expertise, integrity, and commitment have been central to advancing this work. I would also like to thank police services, police service boards, and community partners across Ontario for their continued engagement. Advancing effective, accountable, and trusted policing remains a shared responsibility.

I respectfully submit this Report for your consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "R. Teschner".

Ryan Teschner
Inspector General of Policing of Ontario

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

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**The Inspectorate of Policing is honoured
to collaborate with First Nations, Inuit and
Métis leadership, partners and
communities across their territories.**





Land Acknowledgement

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

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

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

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



Independent
civilian oversight
plays a critical role
by providing
impartial scrutiny
and reinforcing
accountability.”

Ryan Teschner

Inspector General of Policing



Message from the Inspector General of Policing of Ontario

Legitimacy is the foundation upon which public trust in policing is built. It reflects the extent to which policing is perceived as fair, accountable, and aligned with the public interest. Legitimacy is shaped not only by the actions of individual police officers, civilian members of a police service, and police service board members, but by the systems, leadership, and governance structures that guide decision-making across the policing sector. Independent civilian oversight plays a critical role in sustaining this legitimacy by providing impartial scrutiny, reinforcing accountability, and ensuring that policing authority is exercised in a manner that maintains public confidence. Where legitimacy is strong, public trust is reinforced; where it is undermined, confidence can quickly erode.

Sustaining legitimacy is a continuous responsibility—one that extends beyond individual conduct to the institutions and frameworks that shape and oversee policing in Ontario. Civilian oversight bodies, including the Inspectorate of Policing, are central to this effort. By promoting transparency, consistency, and independence in the assessment of policing practices and governance, oversight helps ensure that policing remains responsive to evolving public expectations while grounded in principles that support enduring legitimacy.

While Ontario's policing system operates in a period of heightened public expectations and increasing operational complexity, 2025 marked an important year in the continued implementation and practical application of the Inspector General of Policing's oversight mandate in Ontario, implemented through the dedicated professionals who work at Canada's first Inspectorate of Policing (IoP).

From framework to practice

Building on the foundational work of previous years, the IoP further advanced key elements of its mandate under the CSPA. The release of the first public Inspector General Decisions and Findings Reports represented an important step in demonstrating how independent oversight operates in practice. These decisions clarified expectations for adequate and effective policing, reinforced standards for police service board governance and conduct, and contributed to greater consistency and accountability across the system, supporting continuous improvement.

Throughout 2025, our oversight activity reflected both responsiveness and forward-looking priority setting. Alongside receiving and processing hundreds of public complaints, work continued on the inspection of the Thunder Bay Police Service and Board, and system-wide initiatives advanced, including research on police response times and the first successful cycle of full data collection from Ontario's municipal police services and boards. We also released our first Spotlight Report, [Policing of Protests and Major Events: Public Order Maintenance in Ontario](#), which drew on a province-wide inspection to assess the state of public order policing. The Spotlight Report identified a system that is generally strong and responsive, but increasingly under strain due to rising demand and complexity, and set out targeted recommendations to support greater consistency and long-term sustainability across the sector.

A defining feature of 2025 was direct engagement with the policing sector. Through my Inspector General Tours, I completed visits to all 43 municipal police services and boards, as well as the Ontario Provincial Police and the Nishnawbe Aski Police Service and Board. These visits reinforced the importance of understanding local realities while also highlighting that organizational culture, leadership, and day-to-day practices all play a critical role in sustaining integrity.

The IoP's engagement also extended nationally and internationally, contributing to ongoing dialogue with policing oversight partners around the world, and helping to situate Ontario's approach within a broader accountability landscape.

First Nations policing and partnerships

Progress also continued in supporting First Nations policing and governance. Through the work of the First Nations Policing Services Liaison Unit, the IoP supported the Nishnawbe Aski Police Service and its Board following their decision to opt into the CSPA.

This work included strengthening governance capacity through training and advisory support, advancing policy development to align with new requirements, and maintaining engagement with First Nations leadership and policing partners. It also extended to supporting other First Nations police services as they explore pathways within Ontario's modernized legislative policing framework.

Governance and transparency

Strengthening policing governance and transparency remained central throughout the year. The introduction of new Inspector General Advisory Bulletins, the provision of specific and real-time guidance from the IoP's Policing Liaison Advisors, and the public posting of Inspector General Decisions each marked important firsts in Ontario's policing oversight landscape. Together, these tools supported clarity and shared understanding across the policing system, helping ensure that oversight is not only exercised, but visible—reinforcing public confidence through transparency and evidence.

This work also provided the IoP with a clearer line of sight into where broader risks and vulnerabilities may exist across the system, particularly in relation to integrity. In that context and based on the allegations emerging from the criminal investigation titled 'Project South,' in February 2026, I announced the launch of a province-wide inspection into police integrity and anti-corruption practices across Ontario's police services and police service boards.

This inspection was not part of the IoP's original work plan for 2025. It was initiated in response to events that raised legitimate questions about the strength of existing integrity, supervision, and accountability systems within the policing sector. While those events originated in a single jurisdiction, the issues they revealed are not confined to one police service. Addressing them effectively requires a system-wide approach, consistent with the intent of Ontario's policing legislation and a commitment to fortifying the entirety of Ontario's policing system against corruption threats posed, among others, by organized crime.

Accordingly, the inspection is focused on structural safeguards rather than individual cases. It will assess whether policing institutions are equipped to prevent, detect, and respond to corruption threats, and whether the systems designed to support integrity are functioning well. This approach reflects a core principle of modern policing oversight that I have sought to embed in the IoP's work broadly: institutional design is as important as individual conduct.

Legitimacy, oversight, and the future of policing

My Annual Report provides both a record of the IoP's oversight activities in 2025 and a broader view of policing and governance in Ontario. It reflects a policing system that is fundamentally strong, while also navigating real operational, financial, and governance pressures at a moment where various 'winds of change' are impacting policing worldwide. In this environment, legitimacy is emerging as the defining strategic variable for the future of policing—where authority is increasingly contested, technology presents both opportunity and risk, and demand continues to expand unless deliberately constrained. The choices made now—about partnerships, consent, capability, and narrative leadership—will shape whether policing remains a trusted anchor of social stability or becomes overstretched and reactive.

This Annual Report also reflects the work of an oversight organization committed to independence, fairness, transparency, and continuous improvement—the policing sector's, as well as the IoP's.

I am deeply grateful to the dedicated professionals at the IoP, to police service boards, chiefs of police and the Commissioner of the Ontario Provincial Police, and First Nations leadership across Ontario, as well as the many community organizations who engaged with our work this year. Advancing effective, accountable, and trusted policing is a shared responsibility. As policing evolves, so too must oversight. Oversight bodies are increasingly moving beyond traditional compliance functions toward a broader role as stewards of legitimacy—shifting from retrospective fault-finding to system-level sensemaking, and from detached review to active contributors to institutional trust.

I look forward to the work ahead as we continue to strengthen an oversight system that supports public confidence and reinforces trust in policing through transparency, accountability, and fairness. Future effectiveness will depend on our ability to adapt—ensuring that oversight frameworks, capabilities, and public narratives remain responsive in environments where trust is more fragile, systems are more complex, and authority is more actively questioned.



Ryan Teschner
Inspector General of Policing of Ontario
June 2026

About Ontario's Inspector General and the Inspectorate of Policing



The Role of the Inspector General

The Inspector General of Policing (IG) drives improved performance and accountability in policing and police governance by overseeing the delivery of adequate and effective policing across Ontario. The IG ensures compliance with the province's policing legislation and standards, and has the authority to issue progressive, risk-based and binding directions and measures to protect public safety. Ontario's Community Safety and Policing Act, which came into effect on April 1, 2024, embeds protections to ensure the IG's legal role is delivered arm's-length of government.

The IG leads the Inspectorate of Policing. The IoP provides operational support to inspect, investigate, monitor, and advise Ontario's police services, boards and special constable employers. By leveraging independent research and data intelligence, the IoP promotes leading practices and identifies areas for improvement, ensuring that high-quality policing and police governance is delivered to make everyone in Ontario safer.

In March 2023, Ryan Teschner was appointed as Ontario's first IG with duties and authorities under the CSPA. Mr. Teschner is a recognized expert in public administration, policing and police governance.

The Mandate of the IG

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

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

Who the IG oversees

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

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

Our Values

Driving improvements in policing performance begins with a shared commitment to values that guide the Inspectorate of Policing's work, decisions, and organizational culture.

We believe in:

Continuous Improvement

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

Risk-informed approaches

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

Independence

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

Integrity

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

Fairness

We address issues of non-compliance in an objective and timely manner that considers local context, with a focus on ensuring trust and confidence in the policing sector.

Transparency

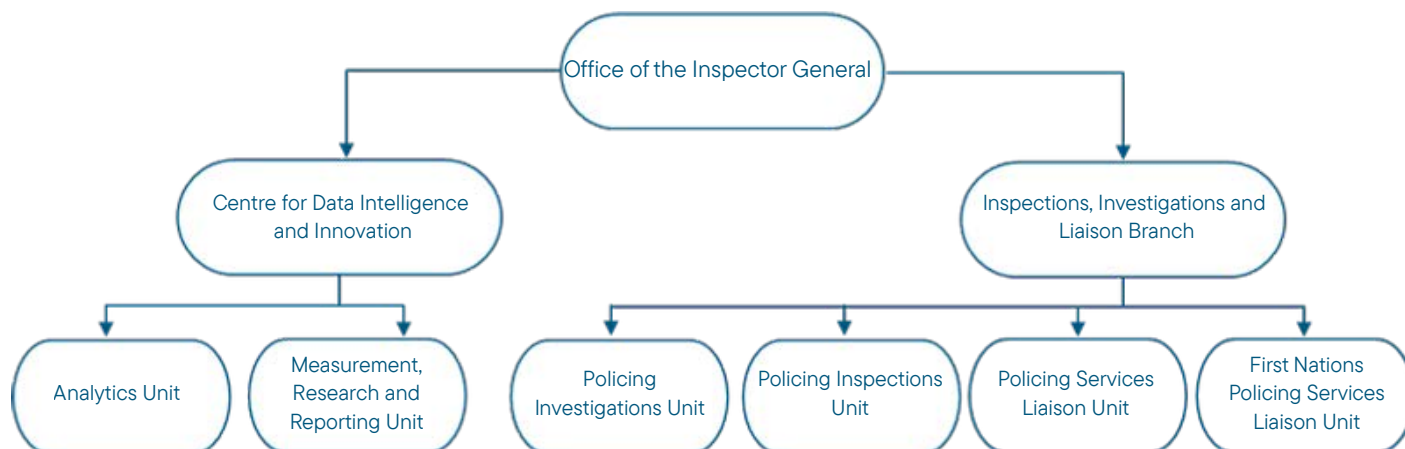
We are transparent in our decision-making and publicly report on our work and their results with the sector and the public.

Collaboration

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

IoP Organizational Framework

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



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

Investigations, Inspections, and Liaison Branch is comprised of:

- **Policing Investigations Unit:** Investigates public complaints concerning the delivery of policing services and conduct of police service board members.
- **Policing Inspections Unit:** Monitors and conducts inspections of police services and boards to ensure compliance with the CSPA and its regulations.
- **Policing Services Liaison Unit:** Provides monitoring, advisory and liaison services to support police services and boards, Ontario Provincial Policing (OPP) Detachment Boards and Special Constable Employers.
- **First Nations Policing Services Liaison Unit:** Provides advice to First Nation police services, chiefs, and boards who opt-in to the CSPA, and facilitates cultural awareness training to the IoP.

The Centre for Data Intelligence and Innovation is comprised of:

- **Analytics Unit:** Establishes and maintains the IoP's capacity for comprehensive case management, sector-wide data collection and advanced analytics.
- **Measurement, Research & Reporting Unit:** Conducts research on relevant issues faced by the sector and develops a performance measurement framework to support evidence-based decision-making and evaluation.

Complaints and Disclosures Within the IG's Jurisdiction

Under the CSPA, the IG can receive and address specific types of complaints and disclosures to support accountability, compliance, and effective police governance across Ontario.

These include the following:



Individual police service board member complaints (s.106)

Complaints may be made about the conduct of individual police service board members where it is alleged that a member has breached the provincially prescribed Code of Conduct, including obligations related to integrity, accountability, confidentiality, or conflicts of interest.



Policing complaints (s.107)

Members of the public may raise concerns related to:

- The adequacy and effectiveness of policing provided to a community;
- or its regulations;
- The policies of a police service board, OPP detachment board, First Nation OPP board, or the Minister; and
- Procedures established by a chief of police.



Disclosures of misconduct (s.185)

Members of police services and special constables may confidentially disclose information to the IG where they believe misconduct has occurred within their current or former organization.

Together, these mechanisms enable the IG to promote lawful, consistent, and accountable policing and governance across the province.

Statutory Authority to Address Inadequate Policing or Emergencies

Oversight does not pause during emergencies; in fact, it becomes even more important as decisions are made quickly and under pressure. Section 20 of the CSPA provides the IG with the authority to intervene when adequate and effective policing is not being provided in a community, or when an emergency situation exists that puts public safety at risk. This authority is intended to ensure that communities continue to receive the policing services they need in urgent or high-risk circumstances.

Where the IG determines that policing in a particular area is inadequate, or that an emergency requires immediate intervention, they may take steps to ensure policing is provided in that area. Depending on the circumstances, this may include issuing a direction to the Commissioner of the Ontario Provincial Police to provide policing, or requesting that a different municipal police service board ensure that appropriate policing services are in place.

If the IG issues an order to the OPP Commissioner, the Commissioner is required to provide policing in the affected area and to continue doing so until the IG determines that the order is no longer necessary. This ensures continuity of policing where urgent or sustained intervention is required to protect public safety.

Where a municipal police service board is engaged, the IG may request that the board ensure appropriate policing is provided in the affected area. The board may determine whether it will provide policing itself and, if so, the scope and duration of that response. This flexibility reflects the differing capacities and circumstances of local police services while still ensuring that communities receive the policing they require.

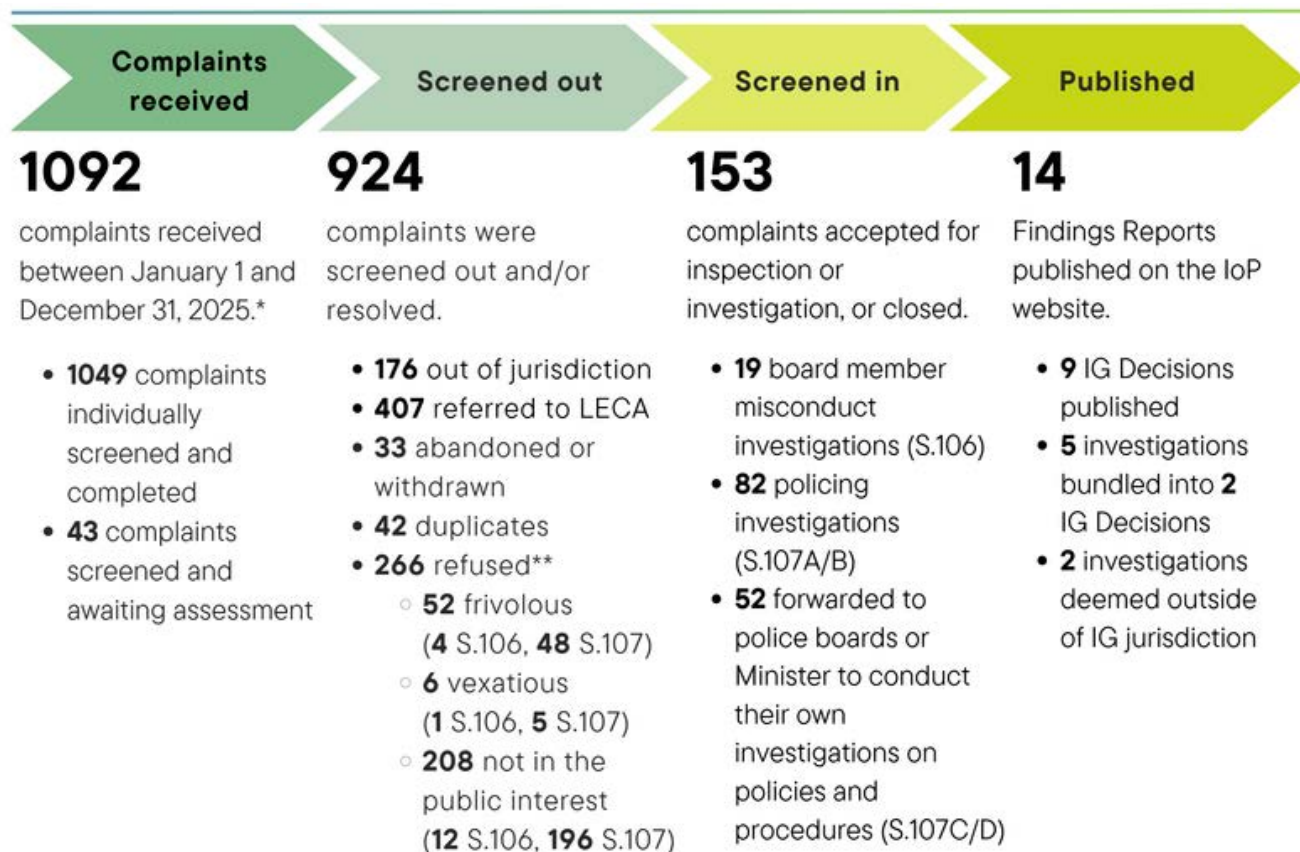
This authority is intended to be protective, focused, and proportionate. It ensures that, in urgent situations, the IG can act decisively to safeguard communities, while maintaining appropriate oversight, accountability, and transparency within Ontario's policing system.

Delivering Oversight: 2025 Activities and Results



The IG's Reporting Requirements

My Annual Report details activities from January 1 to December 31 of each calendar year.



* This figure does not include 3581 protest-related complaints received in bulk through online campaigns, many of which do not include valid contact information for complainants. Large “bulk” complaint campaigns—often tied to broader political advocacy—can significantly increase complaint volumes but may include duplicates or general expressions of concern rather than specific allegations.

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

Note: Although not part of our mandatory reporting requirements, the IoP received nine s. 185 disclosures from police service or special constable employees in 2025, five were refused under s. 187, three were referred to LECA under s. 189, and one was deemed to be outside the IG’s jurisdiction.

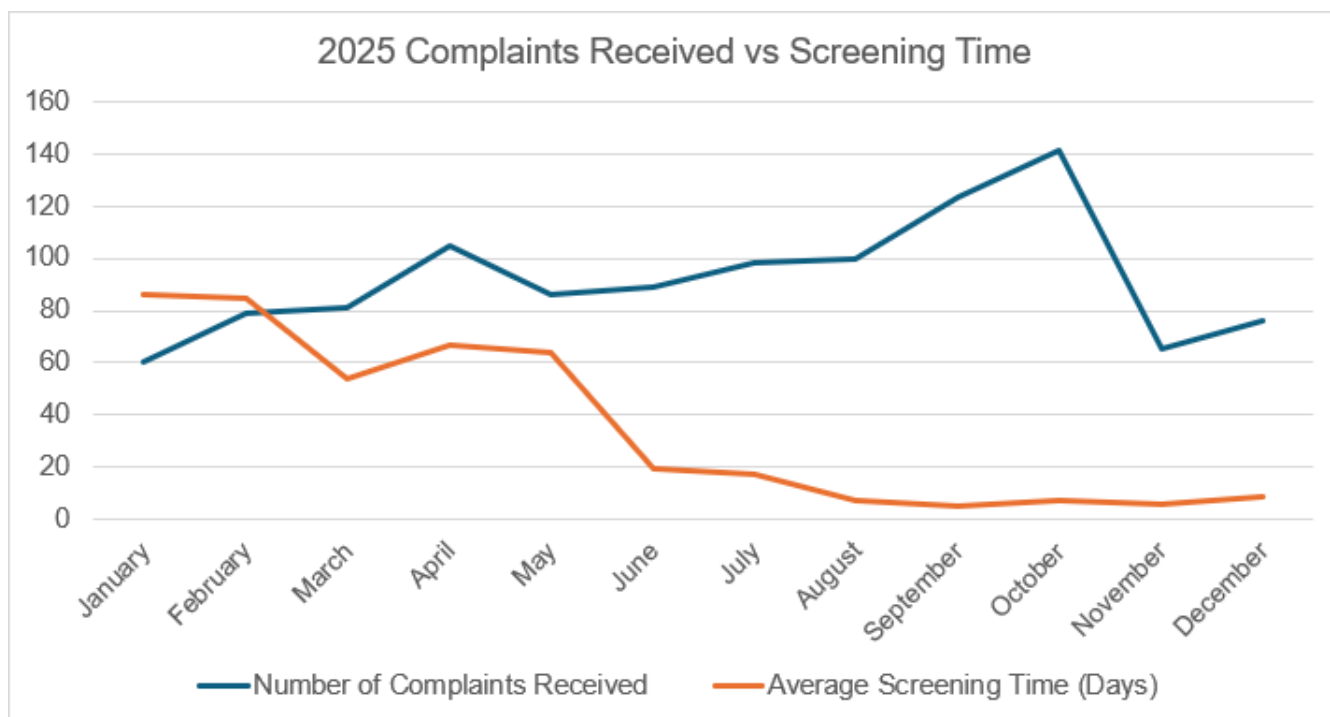
Improving Timeliness and Consistency in Complaint Screening

In 2025, the IoP reorganized our resources to create a dedicated team lead for complaint intake. Since then, we have significantly improved how quickly we review incoming complaints. On average, screening times have dropped from more than 60 days to less than one week.

This improvement is particularly notable given the growing demand on the IoP. Complaints increased by 25% over this same period, and by more than 60% since April 1, 2024.

We achieved these results by streamlining how decisions are made and introducing more consistent ways of handling common types of complaints. We have also introduced better internal tracking so we can monitor how long each stage of the complaint process takes and identify opportunities to improve.

We will continue to build on this progress by strengthening how our operational work is supported by data, in line with our broader data strategy, and by focusing on ongoing improvements to better serve the public.





Public Complaints: What We Are Hearing

Public complaints continue to provide a critical window into how policing is experienced across Ontario and how the oversight system is functioning in practice. Many complaints raise multiple issues, reflecting the interconnected nature of individual interactions, service delivery concerns and the policies and processes that guide policing.

IoP data indicates that a significant portion of complaints relate to the adequacy and effectiveness of policing, often focusing on service delivery concerns such as failure to act, investigative quality, and response times. Concerns about communication, human rights and Charter protections, and interactions in complex contexts—including mental health, neighbour disputes, and incidents involving violence or fraud—further highlight the range and seriousness of issues raised by the public.

While the largest category of complaints we investigate concerns the delivery of adequate and effective policing, there is also a clear and growing focus on governance. Complaints related to police service boards and chiefs' policies, though smaller in number, signal increasing public awareness that accountability extends beyond individual officers to include those responsible for oversight, direction, and standards of policing.

At the same time, there is a proportion of complaints that fall outside the IoP's jurisdiction, underscoring the complexity of Ontario's multi-body oversight framework. The consistent two-way flow of referrals between the IoP and LECA demonstrates that the system is functioning as intended, with complaints directed to the body best positioned to address them.

Driving Continuous Improvement through Policies and Procedure Review

Sections 107(1)(c) and (d) of the CSPA allow members of the public to make complaints to the IG about the policies and procedures of police service boards and the Minister as well as the operational practices and directives established by chiefs of police.

When the IoP receives these types of complaints, they are shared with the relevant police service board or the Solicitor General and a formal response is requested. This process not only ensures accountability but also creates opportunities for continuous improvement.

Over the past year, we have seen encouraging results. In several cases, police services and boards identified gaps in their policies or procedures and took proactive steps to address them. Many also engaged directly with complainants—providing clear explanations, offering formal apologies where appropriate, and taking corrective action. These efforts have led to meaningful improvements and, in many cases, positive outcomes for those who raised concerns.

Examples of these improvements include:

- **Modernizing policies:** Several police service boards identified outdated policies and updated them to align with current legislative requirements. In doing so, they also reviewed related policies to ensure consistency and compliance.
- **Working collaboratively with the public:** In one case, a police service worked directly with a complainant who had subject-matter expertise to co-develop training, policies, and procedures aligned with the *Provincial Offences Act*.
- **Enhancing public safety at demonstrations:** A board recognized that its policies did not adequately address the safety and rights of bystanders at public demonstrations and committed to addressing this gap.
- **Strengthening oversight of procedures:** One board directed its chief of police to conduct a formal review of procedures related to coroner notifications to ensure compliance with legal obligations.
- **Improving public communications:** A police service revised how it uses social media for missing person reports to ensure information is clear, accurate, and accessible.

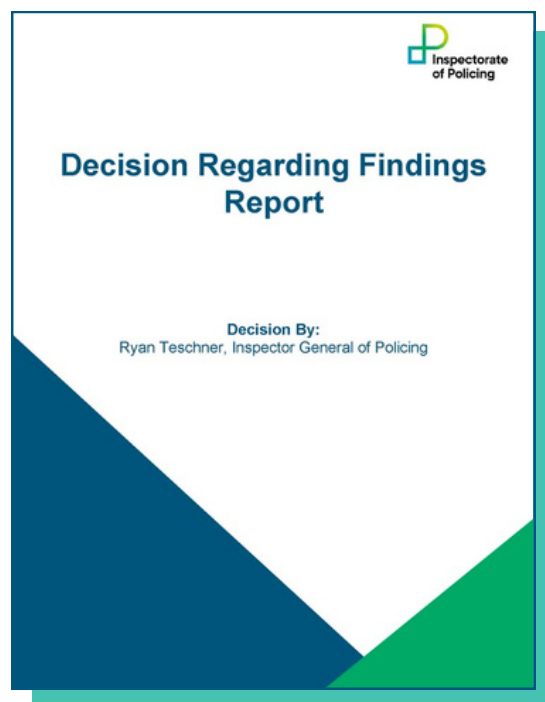
These examples demonstrate the value of public complaints as a tool for continuous improvement. They help identify issues, strengthen public trust, and ensure that policing policies and practices evolve to meet community needs and raise the performance bar across the Ontario policing sector.

2025 IG Decisions with Sector-Wide Impact

This section highlights select decisions issued in 2025, the inaugural year of published IG Decisions under the CSPA, chosen for their broader, sector-wide significance.

IG Decisions are legally binding, written determinations issued following investigations within the IG's mandate, often arising from public complaints. They are informed by detailed Findings Reports and set out whether police services and police service boards have met provincial laws, standards, and expectations. Where issues are identified, Decisions may include Directions or Measures to address those issues, while also recognizing areas of strong performance.

The below examples show how oversight is applied in practice to clarify expectations, address concerns, and recognize both strong performance and areas requiring accountability. Taken together, they demonstrate how independent oversight supports lawful, effective, and trusted policing and police governance across the province. IG Decisions are regularly posted on the IoP's website: www.iopontario.ca and the Canadian Legal Information Institute website: www.canlii.org.



Ensuring Use-of-Force Options Used by Police Services Comply with Legal Requirements and Align with Good Governance

The IoP completed an investigation into a public complaint concerning the acquisition and deployment of a less-lethal weapons system (the PepperBall System) by an Ontario police service. In [Peel Regional Police – Decision INV-24-45](#), the investigation examined compliance with the CSPA and related regulations governing the authorization, training, and oversight of police use-of-force options.

I found that although the police service undertook internal due diligence and training initiatives, provincial law requires that members may only carry or use this regulated weapon once training standards have been formally prescribed by the Minister. At the time the weapon was authorized for use, no such provincially approved training standards existed. Internal or manufacturer-led training, while well-intentioned, could not substitute for legislated requirements. As a result, the service was found to be non-compliant with provincial law.

To address this issue, I issued a binding direction requiring the immediate cessation of the weapon's use until provincially prescribed training requirements are established and completed by all police members that would be deployed with the weapon. The decision also reinforced the governance role of police service boards, emphasizing the importance of transparency and board awareness regarding significant operational decisions, such as the procurement and deployment of regulated weapons.

This decision highlights my role in promoting legality, consistency, and accountability across Ontario's policing system.

Recognizing Strong Practices in Police Investigation and Enforcement

The IoP completed an investigation into a public complaint about whether a municipal police service took appropriate enforcement action in relation to unlicensed cannabis retail activity.

In [Waterloo Regional Police – Decision INV-24-14](#), I concluded the police service complied with the CSPA and regulations and provided adequate and effective policing. I described the service's actions as "an excellent example" of good policing, strong coordination with other law enforcement and Crown partners, and good "customer service" to a member of the public who raised a safety concern, and noted the service exceeded the applicable standards in the circumstances.

In terms of principles that will have broader application to future decisions, I also emphasized that "adequate and effective" policing is assessed using a reasonableness standard—focused on whether actions fall within a range of appropriate responses in context, rather than requiring perfection. In this case, I found the service's approach fell well within that range and, importantly, praised it as a strong example of effective planning, coordination, and communication with the public.

Clarifying Board Member Duties and the Need for Confidentiality

Concerns raised by a member of the public led to a review of how a police service board member handled confidential information obtained through closed board meetings (these are meetings from which the public are excluded, which is permitted under the CSPA in certain circumstances). The complaint alleged that information about a planned police response to a public safety event was disclosed publicly by the board member without authorization.

In [Gananoque Police Service Board – Decision INV-24-34](#), after reviewing the IoP’s investigation and the board member’s submissions, I found that the member breached Ontario’s Code of Conduct for Police Service Board Members. The decision confirmed that board members have a clear obligation to protect confidential information obtained through their governance role.

The decision provides important guidance for Ontario’s police governance sector by clarifying the “two hats” concept for municipal officials (mayors and municipal councillors) who also serve on police service boards. It emphasizes that municipal responsibilities do not override board member obligations, particularly the duty to protect confidential information obtained through closed board proceedings.

As I made clear, holding dual roles does not dilute or diminish the obligations attached to each: board members must “respect and safeguard the confidentiality of information obtained in the course of their duties.” The decision underscores that these obligations are foundational to effective governance and informed oversight, and cannot be set aside in favour of broader municipal or political considerations.

I found there was no actual conflict between the two roles this board member occupied, the role of mayor and the role of board member—noting that both could have been fulfilled while maintaining confidentiality. I went on to decide that while a suspension would normally have been considered, no additional measure was imposed because the member had already been restricted from board duties during the investigation. This decision reinforces the importance of confidentiality in effective police governance and maintaining public trust.



Compliance with the CSPA

My statutory mandate requires a sector-wide and continuous assessment of compliance with the CSPA and its regulations.

Following the implementation of the CSPA, the Ontario Civilian Police Commission (OCPC) was dissolved and as IG, I assumed responsibility for oversight functions that continue to be relevant to compliance with Ontario's policing laws and governance standards. As OCPC investigations or reports were completed under the former framework, my role is to ensure continuity and accountability by monitoring the implementation of OCPC's recommendations. This approach reinforces the expectation that outstanding issues identified under the previous system continue to be addressed within the new legislative framework, as appropriate.

Through the work of its Policing Services Liaison Unit, the IoP has been monitoring specific police services to ensure they are implementing recommendations from past OCPC reports. To support our commitment to public transparency, we provide updates on our work on the [monitoring section](#) of our website.

Looking ahead, the IoP will begin to include summary reporting on these monitoring activities, providing greater insight into how recommendations are being implemented across police services and boards over time.

Durham Regional Police Service and Durham Regional Police Service Board

The IoP is monitoring the Durham Regional Police Service and Board following the completion of an OCPC investigation in June 2025. That investigation resulted in a series of recommendations addressing governance, workplace culture, leadership, accountability, and oversight practices.

My role is to ensure continuity and accountability by actively monitoring how those recommendations are being implemented under the CSPA. This has included assessing actions taken by the Service and Board, identifying key themes and risks, engaging directly with leadership and associations, and setting clear expectations for sustained improvement. The IoP's monitoring approach emphasizes addressing not only individual recommendations, but, importantly, the underlying systemic issues identified through the investigation, with the goal of supporting effective policing, strengthening governance, and fostering a healthier and more respectful workplace in the long-term.

Thunder Bay Police Service and Thunder Bay Police Service Board

The IoP is undertaking an **enhanced monitoring role** focused on tracking and supporting the implementation of key recommendations from the *Sinclair* and *Broken Trust* reports — both of which identified significant concerns related to police governance, investigative practices, and systemic issues affecting public trust, particularly in relation to Indigenous communities.

The IoP requires the Police Service Board and Chief of Police to provide regular, standardized reports on progress, priorities, and any decisions not to implement specific recommendations, with submissions required twice annually. To support our monitoring work, the IoP has introduced structured reporting instruments that enable consistent tracking of implementation, clarify expected outcomes, and support prioritization of actions aligned with legislative requirements, as well as good policing and governance practices.

Beyond formal reporting, the IoP maintains ongoing engagement and direct advisory support, working closely with the Board and Service to highlight progress, identify gaps, and provide guidance on governance, compliance, and operational practices. This includes monitoring local issues and the Service's capacity to address them, with a focus on continuous improvement.

Through this enhanced approach, the IoP is providing active, sustained oversight in Thunder Bay, combining performance tracking, transparency, and advisory support to help ensure meaningful and measurable progress.

Directions Issued

Under section 125(1), if the IG is of the opinion that there is evidence of non-compliance with the CSPA or its regulations, the IG may issue Directions to prevent or remedy non-compliance.

In December 2025, I issued a Direction to the Peel Regional Police's (PRP) Chief of Police to do the following:

- a) Ensure that all reasonable steps are taken so that no PRP member carries or uses the PepperBall system until such time as (i) training for the carrying and use of the PepperBall system has been prescribed by law, and (ii) this training is successfully completed by those PRP members whom the Chief of Police authorizes to carry or use the PepperBall system;
- b) Communicate this Direction to all appropriate PRP members who have a role in weapons deployment or the supervision of weapons use; and
- c) Advise the IG within 15 days of the date of this Decision that no PRP member is permitted to carry or use the PepperBall system, and that items a) and b) of this Direction have been implemented.

The PRP has complied with the Direction.

Measures Imposed Under Section 126

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

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

I did not impose any Measures under Section 126 in 2025.

Additional Prescribed Matters

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

The State of Ontario's Policing Sector



Oversight in Practice: Monitoring and Advisory Work

A key component of the IoP's work is its ongoing engagement with police services and police service boards to monitor the state of policing across Ontario. This function is carried out through the Police Services Liaison Unit (PSLU), whose advisors provide continuous, front-line insight into emerging issues, support compliance with legislative requirements, and promote effective governance and accountability.

Police Services Advisors work closely with services and boards to monitor activities and assess compliance with the CSPA and its regulations. This includes identifying potential areas of risk, bringing emerging concerns to the attention of those responsible, and seeking commitments for corrective action where appropriate. Where issues cannot be resolved through advisory engagement, matters may be escalated to formal inspection or directive processes. Advisors also provide practical guidance within the legislative framework and maintain ongoing relationships with policing partners to support awareness of requirements and encourage sustained compliance.

Over the past year, this work has included targeted advisory support on a range of compliance and governance matters. Areas of focus have included the implementation of the Conflicts of Interest Regulation and related notification obligations; requirements governing the provision of policing services, including agreements between police service boards and service providers, as well as requests for temporary policing assistance; and board member conduct issues, including disclosures related to misconduct and conflicts. The PSLU has also monitored planning for major events, including preparations for the FIFA World Cup 2026™, where early engagement has supported readiness and identified areas where the IoP may need to provide further assistance.

Through this ongoing monitoring and advisory work, the PSLU contributes to a current, system-wide understanding of policing in Ontario—identifying trends, supporting compliance, and helping to address issues before they require formal intervention.

Issue Specific Inspection: Thunder Bay Police Service and Board

On October 10, 2024, I initiated an issue-specific inspection of the Thunder Bay Police Service and the Thunder Bay Police Services Board in response to several public complaints. The inspection examines whether the Service's practices for investigating sudden deaths and missing persons comply with the requirements of the CSPA. It also assesses the Board's governance responsibilities and reviews how both the Service and Board have responded to longstanding concerns identified through previous investigations and inquiries, including *Broken Trust*, the Seven Youth Inquest, and *Re-Broken Trust*.

The inspection focuses on factors that influence investigative quality and on the Service's interactions with Indigenous communities in the context of these investigations. In assessing progress, the IoP's Inspection Team has considered a decade of recommendations aimed at improving cultural competency, investigative practices, and responses to incidents occurring near waterways. The inspection also takes into account the transition to the CSPA, which introduced new legal standards for governance, investigations, and training, effective April 1, 2024.

Recognizing the sensitive nature of this work, the Inspection Team undertook trauma-informed and cultural competency training before the inspection began. This approach was intended to support respectful engagement with affected individuals, families, and communities. Throughout the inspection, the team emphasized transparency and communication, offering participants flexibility in how they engaged and providing regular updates to affected families.

The inspection to date has followed a structured, multi-phase process that included extensive document review, direct access to investigative records, and wide-ranging interviews with Thunder Bay Police Service members and external stakeholders across the province. This breadth of engagement was intended to ensure the inspection reflects diverse perspectives and lived experience.

Some additional inspection work is being undertaken in the final phase. Following this, the Inspection Team will prepare a Findings Report for my review and decision-making. If areas of non-compliance are identified, steps will be taken to support improvement and validate corrective action. The Findings Report and my Decision will be publicly released, and made available on our website, consistent with my commitment to transparency and accountability.



Results of the IoP's 2024 Policing Insight Statement Survey

In our first year of operations, the IoP's Centre for Data Intelligence and Innovation (CDII) administered the **Policing Insight Statement** survey to gain information and perspectives from those directly engaged in delivering and governing local policing services — that is, chiefs of police and police service boards. The insights generated from this survey, including key challenges faced by services and boards, informed last year's *State of Policing* section of the Annual Report. The section below is a more fulsome report of the survey's methods and additional key findings that were not previously reported.

At its core, the Policing Insight Statement provides the IoP with valuable information concerning the realities, gaps, and challenges facing Ontario policing. These findings help inform the IoP's priorities and guide its work to address key sector challenges, advance leading practices, and support improved performance in community safety.

Survey Details	
Participation Criteria	43 municipal police services
	43 police service boards
Response Rate	40 municipal police services (93%)
	38 police service boards (88%)

Police services and boards were asked open-ended questions that explored the following areas of focus:

Adequate & Effective Policing

This survey area asked for descriptions of the information and approaches police services and boards use to assess the adequacy and effectiveness of police service delivery and governance, in accordance with the requirements of O. Reg. 392/23: Adequate and Effective Policing (General), a regulation made under the CSPA. This regulation creates legal obligations for the delivery and governance of police services and boards, grounded in the principle that communities should receive high-quality services that are responsive and accountable.

Responses revealed a range of approaches used by police service boards to evaluate performance, from community engagement and data analytics to strategic planning and policy review (Table 1). Taken together, these methods reflect a commitment to supporting public safety, fostering trust, and meeting both legislative standards and community expectations. The IoP’s analysis also revealed variation in the approaches, rigour, and sophistication of the evaluative processes employed by police services and boards, highlighting an opportunity for further work in how policing and police governance performance is measured and assessed.

Table 1. Approaches Used by Police Services and Boards to Assess Adequate and Effective Policing

	Community Engagement & Feedback	Builds relationships to identify concerns and support service delivery.
	Reports & Data Analytics	Measures and monitors various key performance indicators (KPIs) and effectiveness of initiatives and programs.
	Board Reviews	Ensures adequacy through review of reports and timely communications.
	Partnerships with Local Organizations	Supports public safety through collaboration with community partners.
	Strategic Plans	Enhances transparency and reports on progress of objectives, KPIs, and targets.
	Review of Internal Processes & Policies	Ensures compliance and accountability and identifies areas of improvement.

Internal & External Challenges

Police services and boards were asked to identify the most challenging internal (occurring within the organization) and external (occurring outside the organization) issues that they were experiencing and which impacted policing and its governance. Identifying these issues raises awareness of common and unique challenges faced by the policing sector across Ontario. These insights also support the IoP's planning, prioritization, research, and investigation of key sector issues that enables the identification of leading practices to promote continuous improvement.

A thematic analysis of responses revealed the top five internal and external challenges identified by police services and police service boards. While these challenges were described in detail in my 2024 Annual Report's State of Policing section, the graphic below shows the challenges shared by police services and boards, as well as those unique to each group.



Response Times

Police services, police service boards, and communities across the province have increasingly identified emergency response times as a critical issue and a key measure of police performance. The importance of this issue is also reflected in complaints submitted to the IoP related to the delivery of adequate and effective policing.

In response, and consistent with our mandate to address pressing sector-wide challenges, the IoP is conducting detailed research on police response time practices across Ontario (see the Examining Police Response Times Across Ontario section of this Annual Report). The research focuses on trends and challenges affecting response times in policing jurisdictions across Ontario, including issues concerning standards, measurement and performance analysis.

Municipal Police Services

A subset of police services responded to questions on trends in response time (26) and overall call volume (22). The data shows that across services of all sizes – small, medium, and large – and varying geographic regions, the most commonly reported trend is an increase in both response times (in other words, the length of time for a response to be provided has increased in general) and the volume of calls for service (Table 3). **As evidenced by these findings, rising response times are not isolated to specific jurisdictions but reflect a broader, province-wide reality.**

Table 3. Trends in Response Time and Calls for Service Reported by Municipal Police Services

	Responses Received*	Increase	Decrease	No Change
Response Time	26	14 (54%)	3 (12%)	9 (35%)
Call for Service	22	19 (86%)	1 (5%)	2 (9%)

**Notes: Although 40 police services responded to the survey, not all services reported trends in response time or calls for service.*

Percentages for response time trends sum over 100% due to rounding.

Municipal Police Service Boards Information Sharing and Decision-Making

Police service boards were asked about the type of information they received from police services regarding response times, and how that information is considered in decision-making processes.

Currently, boards receive a range of response time data from police services, including:

- Average or median response time, often specified by priority level.
- Queue, dispatch, and travel times for calls for service.
- General statistics on calls for service and responses.

Across responses, boards reported using this information to support several key functions, including operational budget planning, strategic planning, and staffing and resource allocation . However, what still remains unclear is how boards are more concretely leveraging this information to measure police service performance or identify where further governance interventions may be required.

What We Heard

- Lack of standardization in response time definitions and metrics limits comparability across services.
- The IG should consider establishing a standard definition of ‘police response time.’
- An absence of provincial standards makes it difficult to determine the reliability and consistency of response time.



Pressures and Progress Across Policing and Governance

Consistent with what we heard from our 2024 Policing Insight Statement survey, sustained sector engagement through our advisory and liaison work, daily media tracking, research consultations, and continued inspection and investigation efforts point to a number of recurring challenges. Police services and police service boards across Ontario continue to operate in an increasingly complex financial and operational environment. Rising police budgets, coupled with the financial pressures associated with implementing the CSPA, have required boards and municipalities to carefully navigate budget approval processes and competing local priorities.

These pressures are compounded by expanding responsibilities, including increased expectations related to court security, as well as delays in receiving grant funding that can disrupt planning and place strain on services relying on time-limited financial support. At the operational level, services are also managing challenges related to court and bail processes, including the impacts of bail releases on workload and community safety, alongside increased Workplace Safety and Insurance Board (WSIB)-related pressures as more members are off work due to illness or injury.

At the same time, police services and boards are facing persistent human resource and governance challenges. Recruitment and retention pressures continue across the sector, making it more difficult to sustain staffing levels and to develop future leaders. Fewer members are pursuing leadership pathways, creating challenges for succession planning and long-term organizational stability. These pressures are also reflected at the governance level, where police service boards—and particularly OPP detachment boards—are experiencing turnover, vacancies, and challenges related to the timely appointment of members.

While these challenges are significant and persist across much of the province, there are also examples of practical approaches that support clarity, accountability, and public transparency, even in a demanding environment.

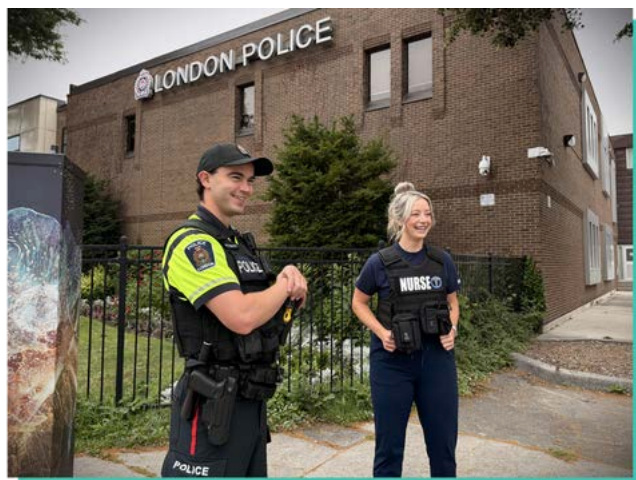
Enhancing Community Safety Through Partnership-Based Policing and Integrated Care



In response to community concerns related to open-air substance use and mental health, the **London Police Service** has implemented modern, partnership-based response models that combine targeted deployment with compassionate approaches to service delivery. The Open-Air Substance Use Strategy represents a shift from enforcement to collaboration, with officers working in partnership with mental health and addiction professionals in priority areas. This approach centers on community safety through coordinated engagement, referrals to supports, and targeted enforcement, when necessary, while also enhancing visibility, strengthening relationships, and building trust through trauma-informed interactions. Officers are better equipped to resolve issues on scene with partner expertise, helping to reduce reliance on police enforcement and hospital emergency department use.

The LPS Nurse Police Response Teams pair officers with registered nurses to respond to calls involving a healthcare component. These teams conduct on-scene assessments, support de-escalation, and connect individuals to appropriate community resources, ensuring compassionate care while reducing unnecessary hospital visits.

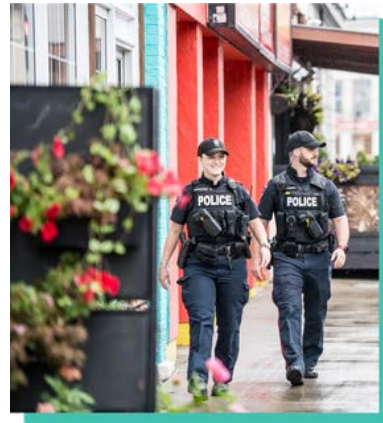
Overall, these modern response models have strengthened the LPS's ability to respond to complex social issues, while easing pressures on frontline resources, reinforcing community partnerships, and improving public trust.



Enhancing Downtown Safety with Proactive Policing



Police services are strengthening community safety efforts in targeted and efficient ways by increasing officer presence and patrols in their respective downtown areas, in response to concerns from residents and businesses. The **Barrie Police Service** implemented a mobile deployment model for Special Constables to enhance public safety through increased visibility, proactive patrols, and stronger community engagement. The model was designed to improve public confidence and perceptions of safety by providing a flexible, responsive presence throughout key community locations and the downtown core.



The **Kingston Police Service** expanded its police patrol presence in the downtown areas of concern, making positive contributions to public safety by deterring crime through visibility, prevention and early intervention. Having dedicated foot patrol officers has played a key role in strengthening community relationships through consistent presence in the downtown core, enhancing visibility, trust, and proactive community safety efforts. This ongoing engagement has improved accessibility and encourages direct interaction with officers, helping to foster a safer, more welcoming and vibrant downtown environment for everyone.



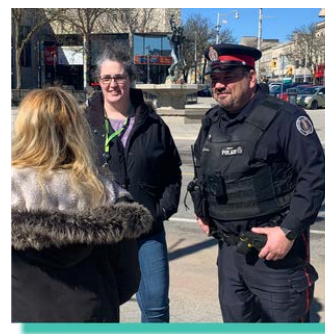
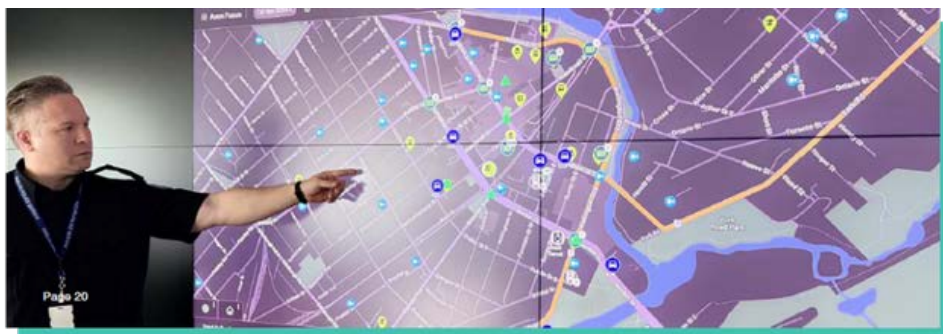
Enhancing Downtown Safety with Proactive Policing

- The **Hamilton Police Service** implemented a similar initiative with their data-driven Core Patrol pilot project, focusing on a concentrated downtown area accounting for 28.1% of citizen-generated calls for service in 2023. They have expanded patrol staffing from two to six officers, and statistical evaluation confirmed that the increase in staffing correlated with a significant reduction in both calls for service and crime occurrences within the Core Patrol area.
- The **Guelph Police Service's** Downtown Public Safety Initiative focused on enhancing safety and wellbeing in the downtown core through a coordinated, partnership-based approach. In 2025, the initiative combined targeted enforcement with proactive outreach and integrated support from community partners, including mental health and social service agencies.

A key component of the initiative is the Downtown IMPACT Worker Program, delivered in partnership with the Canadian Mental Health Association (CMHA). Through this program, officers and embedded community partners provided compassionate, immediate support to individuals in crisis, prioritizing diversion and connection to care. In 2025, this approach resulted in 150+ referrals to community support services, alongside hundreds of direct interactions with vulnerable individuals.

In 2025, members responded to over 5,000 calls for service in the downtown area while also undertaking more than 1,000 proactive initiatives, including special projects, directed patrols, and community engagement activities. This included over 550 directed patrols and 340+ community contacts, demonstrating a sustained commitment to visible, proactive policing.

The initiative also contributed to a substantial number of arrests and charges addressing open drug use and associated criminal behaviour, resulting in the seizure of illegal drugs, weapons, and stolen property. These outcomes underscore the positive impact that focused resource deployment can have on community safety.



Strengthening Police Response to Hate Incidents and Public Order Challenges



The **Durham Regional Police Service** reported a 173% increase in hate-motivated incidents in 2024 compared to the five-year average, leading to the creation of a dedicated Hate Crime Unit. The unit manages all hate crime investigations while providing specialized support to frontline officers and investigators, including report review, expert guidance, and service-wide training to improve recognition, legal understanding, and investigative practices. It has helped reduce pressure on the Criminal Investigations Bureau and strengthened response consistency.

The unit also streamlined prosecution through coordination with a dedicated Crown and a defined process for obtaining Attorney General consent, improving case quality and reducing delays. In addition, participation in provincial initiatives enables real-time intelligence sharing and supports awareness of emerging hate-related trends and threats.



In response to dynamic geopolitical developments and heightened risks to vulnerable communities in 2024, the **Toronto Police Service** introduced Project Resolute as a coordinated, city-wide operational initiative to enhance public safety, maintain lawful protest activity, and strengthen community reassurance. Project Resolute has significantly enhanced the Service's ability to respond to rapidly evolving public order events while maintaining proactive engagement with affected communities.

In 2024, the Service responded to over 2,000 unplanned events, with more than half linked to Project Resolute, while officers conducted over 60,000 community engagements at key institutions to enhance visibility and trust. The Service expanded online reporting for hate crimes and graffiti and increased transparency through public release of hate crime data. Together, these measures improved accessibility, situational awareness, early risk identification, and public confidence in the Service's response to hate-motivated incidents.

Increasing Public Safety with Technological Advancements

- The **Brantford Police Service** expanded its implementation of Versaterm CommunityConnect (formerly SPIDR Tech), a communication platform that sends timely updates to the public by text or email regarding their requests for service. The Service has been using it to deliver post-incident surveys to assess community trust and satisfaction, and has recently expanded it to connect individuals with appropriate support services. For designated incident types, the system provides timely information about resources available through Victim Services of Brant, ensuring those impacted by crime are informed and supported. A total of 16,912 texts were sent in 2025.
- The **Waterloo Police Service** is leading the Emergency Services Cooperative (ESCO), a shared IT and technology-modernization model that streamlines digital infrastructure to enhance service delivery across public safety agencies. By providing scalable, modern systems under a unified framework, ESCO works to reduce duplication and lower costs. The shared model ensures that all partners and customers, regardless of size, can access enterprise-grade tools.

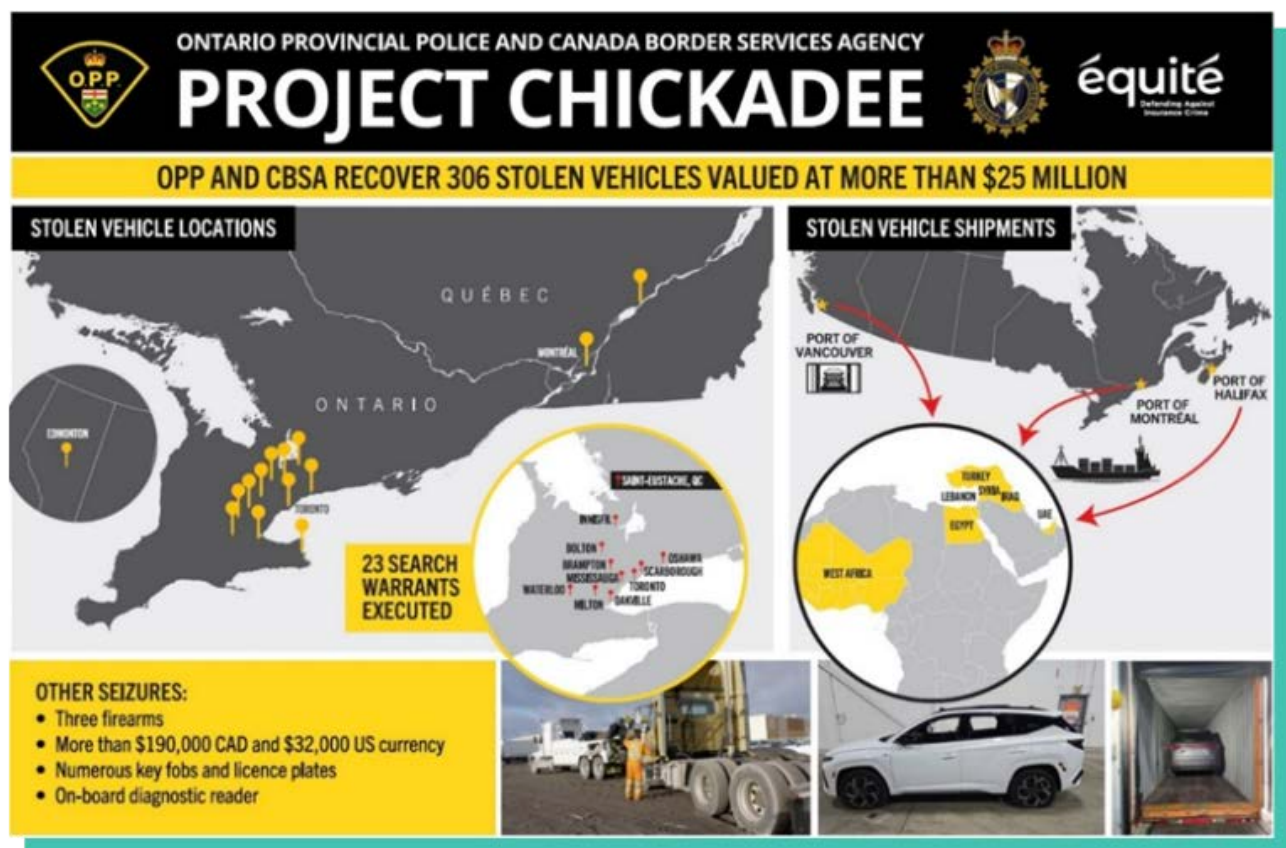
ESCO agencies will gain valuable insights into emergency situations and respond more effectively. A data-driven approach enables the identification of patterns and trends, allowing for proactive measures to prevent emergencies and improve response times. By leading ESCO, the Service is helping to improve community safety, strengthen interoperability across jurisdictions, and ensure that other organizations are positioned to take advantage of innovative and sustainable technologies as they emerge.



Coordinated Enforcement Through Interagency Partnership



In 2025, the **Ontario Provincial Police**-led Provincial Auto Theft and Towing (PATT) Team, in partnership with the Canada Border Services Agency (CBSA), concluded Project Chickadee, a complex investigation that disrupted an organized criminal network involved in the theft and international export of stolen vehicles. The investigation targeted individuals and businesses allegedly facilitating the movement of stolen vehicles through the freight forwarding sector, demonstrating the value of intelligence-led policing and interagency collaboration in combatting organized crime. By dismantling a sophisticated international criminal operation, Project Chickadee strengthened efforts to protect Ontario communities, disrupt transnational auto theft networks, and safeguard the integrity of Canada's supply chain and border security.



Supporting Member Wellness Through Leadership and Governance



To address the mental health and wellness of its officers and staff, the **North Bay Police Service** hired a Wellness Coordinator who has served as a champion for mental health being embedded in the Service's culture. They organized a First Responders Wellness Symposium in October of 2025 for all agencies in the area.



The **Barrie Police Service** offers a strong example of how leadership and governance can support member wellness and long-term organizational resilience. Building on the intent of the *Supporting Ontario's First Responders Act*, the Service—supported by its Police Service Board—made a deliberate decision to strengthen mental health supports for members by expanding annual mental health benefits to unlimited coverage for both members and their dependents. This investment was guided by the belief that early, preventative care can reduce long-term absences and support operational sustainability.

Recognizing that access to supports alone does not address stigma, the Service introduced a Mental Health Incentive in 2024 to encourage annual mental health check-ups. Members who participate receive additional time off, helping to normalize conversations about mental health and significantly increase the use of available benefits. These efforts have contributed to a culture where mental health care is viewed as a proactive and routine aspect of overall wellness.

Education has also played an important role. Supervisors received targeted training on the complexities of WSIB processes and the operational impacts associated with member absences, leading to greater understanding and more supportive workplace responses. The Service also moved away from standardized return-to-work timelines, adopting a fully individualized approach that recognizes the unique nature of mental stress injuries.



Strengthening Frontline Capacity and Recruitment

- In response to the enactment of the CSPA and the expansion of authorities and responsibilities of Special Constables under it, the **Hamilton Police Service** launched the 180 Wagon program, assigning Special Constables to non-core policing tasks that had traditionally drawn resources away from frontline patrol officers. A total of 805 events were diverted from frontline patrol officers, representing an estimated 2,172 hours of work. The program was successful in reducing pressure on officer resources and improved the Service's overall capacity to deliver public safety.
- Recognizing that there was an experience gap in candidates who had applied to be police officers, the **South Simcoe Police Service** started a cadet program to help hire candidates who have potential but may require more time to develop. This program enabled the Service to develop candidates into police officers themselves, resulting in two cadets hired as police constables. It has been successful in supporting resourcing and succession planning within the Service.



Supporting Community Understanding Through Information-Sharing

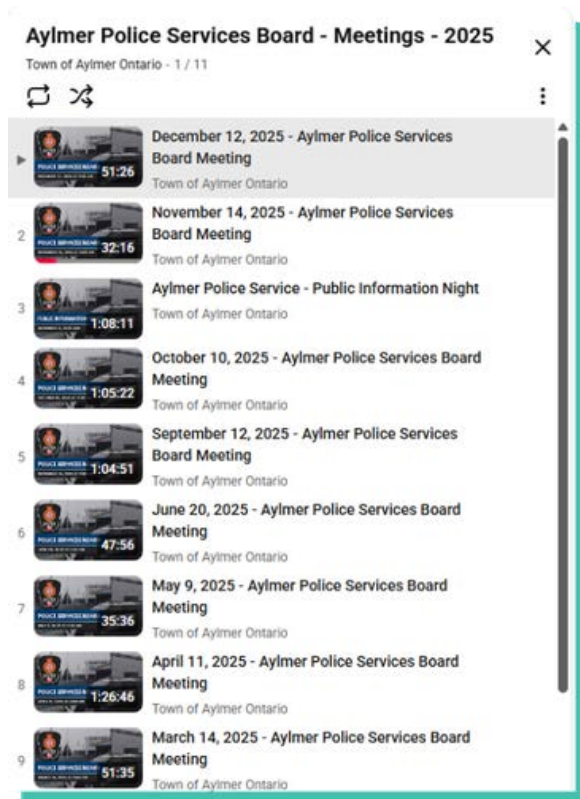


In August 2025, the **Peterborough Police Service** introduced its Community Safety Map, a public-facing tool, created and maintained by in-house resources, and designed to improve transparency and support community involvement in crime prevention. The interactive map provides residents with access to recent calls-for-service information, displayed in an aggregated and privacy-protective way, to help explain patterns and trends in police activity over time.

By making this information accessible and easy to understand, the Service supports community awareness and informed dialogue about public safety, while clearly communicating the limits of the data and the importance of responsible interpretation. This approach reflects a practical way policing organizations can strengthen transparency and partnership with the public using existing information and technology, without compromising privacy or operational integrity.



The **Aylmer Police Service Board** has started live streaming its board meetings to the town's YouTube channel, thus increasing transparency and accountability to the public. By appointing a Board Secretary, the Board has been able to streamline their operations and provide recordings of meetings online.



Advancing Victim-Centered Policing



The **Stratford Police Service Board** acquired an accredited facility dog named Dusty through National Service Dogs and Wounded Warriors Canada, to support member mental health and wellness initiatives, aid victims and vulnerable persons, and engage with the community at large.



The **Peel Regional Police Service Board** convened Ontario's first Victims and Survivors Symposium to address gaps in integrating lived experience into policing governance and policy. Co-hosted with **Peel Regional Police**, the event brought together approximately 300 participants—including survivors, community organizations, police leaders, and all levels of government—to elevate victim perspectives and strengthen collaboration. Insights from the symposium are informing Board priorities, policy development, and advocacy, ensuring decisions are more grounded in community experience and social impact. The symposium produced a series of recommendations focused on bail reform, victim supports, information sharing, and justice system accountability, which continue to inform the Board's advocacy efforts with provincial and federal partners. It also established a foundation for ongoing engagement with victims and survivors, ensuring lived experience remains a key consideration in policing governance, community safety, and public policy discussions.



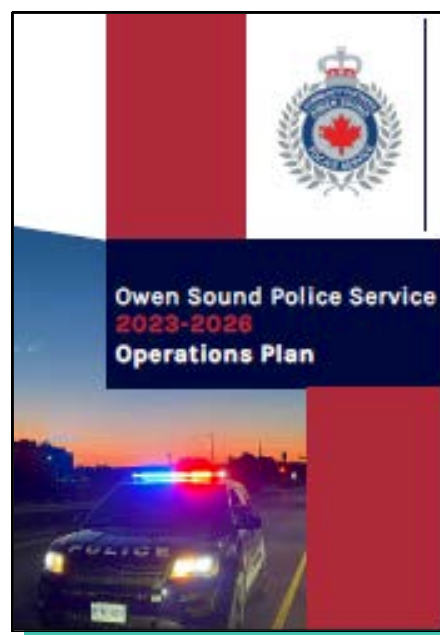
The Victim Response Support Unit (VRSU) was established to enhance the **Ontario Provincial Police's** response to abuse-related investigations by strengthening trauma-informed, victim-centred policing across the province. In 2025, the VRSU advanced the Detachment Abuse Issues Investigator (DAII) Program through formal program evaluation, enhanced oversight, mentorship, and the development of new investigative resources, reporting tools, compliance reports, and performance dashboards to support consistent, high-quality investigations. The VRSU also strengthened investigative excellence by expanding multidisciplinary reviews of sexual assault investigations through The Regional Collaborative Review Committee and enhancing frontline resources, specialized training, and partnerships to support coordinated, victim-centred responses.

Strengthening Governance Through Public Transparency



One governance practice that merits highlighting is the approach adopted by the **Owen Sound Police Service Board** to track and report on strategic priorities. In March 2023, the Board approved a four-year operations plan that set out clear goals supported by specific, measurable actions. Each action was assigned responsibility to a designated position and individual, reinforcing accountability, ownership and regularized reporting.

Progress against the plan is reported publicly to the Board every six months, with detailed updates presented during open Board meetings. To date, the Board has received regular progress updates showing substantial completion of planned actions, along with candid discussion of outcomes achieved and challenges affecting items still underway. This structured and transparent approach supports effective board governance, strengthens accountability, and enhances public understanding of how strategic priorities are being implemented over time.





Supporting First Nations Policing and Governance

Throughout 2025, the IoP's First Nations Policing Liaison Unit (FNPLU) continued to support the Nishnawbe Aski Police Service (NAPS) and the Nishnawbe Aski Police Service Board following their historic decision to opt into the CSPA in December 2024. This milestone marked an important step forward for First Nations policing in Ontario. It brought NAPS within the province's modern oversight framework while recognizing the need for oversight that is culturally responsive and grounded in the realities of northern and remote First Nations communities.

Strengthening Governance and Board Leadership

Over the course of the year, the IoP supported governance continuity as the Board experienced routine leadership transitions. The year included ongoing work to refine governance processes and maintain continuity during changes in Board composition. These activities ensured that the Board remained focused on its core responsibilities, including policy development, oversight planning, and preparation for future leadership transitions.

Earlier in the year, the Board completed mandatory governance training under the CSPA. This training strengthened its understanding of legislative roles and responsibilities and supported its ability to carry out effective oversight. It also helped ensure that governance practices remained aligned with provincial requirements while reflecting community realities.

Advancing Priority Policies

Progress was also made on key policy development during the year. Work on the Board's new Critical Points Policy—which sets out how and when significant information about serious or high-impact policing incidents is brought to the attention of the Board—advanced steadily throughout 2025, moving from initial discussion into more formal review later in the year. This progress reflects the Board's growing capacity and its commitment to strengthening governance over time.

Engagement with Partners and First Nations Leadership

Throughout the year, the IoP remained engaged with policing partners, including the OPP Indigenous Policing Bureau, to support shared understanding of oversight responsibilities across Ontario's different First Nations policing models.

Sector engagement also included attendance at the joint Indigenous Police Chiefs of Ontario and Ontario Association of Chiefs of Police Indigenous Policing Symposium, where the IoP contributed to discussions on oversight, governance capacity, and special constable employer obligations.

Additional engagement included coordination of a meeting with Nishnawbe Aski Nation (NAN) Deputy Grand Chief Mike Metatawabin to ensure NAN perspectives informed the oversight activities related to the IoP's Thunder Bay Police Service inspection work.

Supporting Additional First Nations Policing Transitions

Through relationships established by the FNPLU, the IoP has provided advice and information to First Nations police services about the opt-in process under the CSPA. The IoP also supported First Nations police services that received Ministerial approval to operate as special constable employers by helping them better understand their legislative responsibilities, training requirements, and potential future pathways within the CSPA. In addition, the IoP supported several First Nations communities interested in engaging with OPP detachment boards, helping to strengthen shared governance and oversight arrangements across the province.

Challenges and Lessons Learned

While meaningful progress was made, several ongoing challenges continued to shape First Nations policing and oversight across Ontario.

- **Capacity limitations in remote and northern communities**—driven by geography, infrastructure constraints, and long-standing under-resourcing—continued to affect both policing delivery and oversight activities. These realities required flexibility in travel, scheduling, and community engagement.
- **The coexistence of multiple policing models**—including opt-in First Nations services, non-opt-in services, OPP Indigenous policing arrangements, and special constable employers—also created complexity. Navigating this landscape requires ongoing clarification, education, and careful risk monitoring to ensure effective oversight.
- **Governance transitions and logistical challenges**—particularly for boards operating in remote regions, leadership changes, and travel logistics to host meetings created recurring pressures for governance stability. While the NAPS Board completed required training, other boards operating outside the CSPA may require more intensive advisory support if they choose to engage.
- **Fragmented Legislative Responsibilities for Special Constable Employers**—the emergence of several First Nations police services as special constable employers, responsible only for special constable functions under the CSPA, created oversight gaps and uncertainty regarding roles, expectations, and compliance pathways.

Looking Ahead

The FNPLU will focus on several initiatives in 2026 to strengthen oversight, enhance relationships, and ensure that policing across First Nations communities is safe, accountable, and culturally aligned.

Strengthening Relationships with Non-Opt-In First Nations Police Services

With several First Nations police services at different stages of interest in opting into the CSPA—some having already applied, others exploring the option, and others choosing to remain outside the framework—the FNPLU will work toward a more structured and collaborative relationship with non-opt-in agencies.

This approach will include bilateral engagement, readiness discussions, training supports, and the development of transition pathways tailored to each service's governance structure, community mandate, and cultural expectations. Importantly, we recognize the opportunity to learn from these Services—their practices, community-driven approaches, and cultural protocols—and to reflect those lessons in our oversight methods. Through these efforts, the FNPLU aims to enhance consistency, cultural responsiveness, and mutual learning in oversight supports, regardless of a police service board's opt-in status.

Oversight Support for First Nations Special Constable Employers

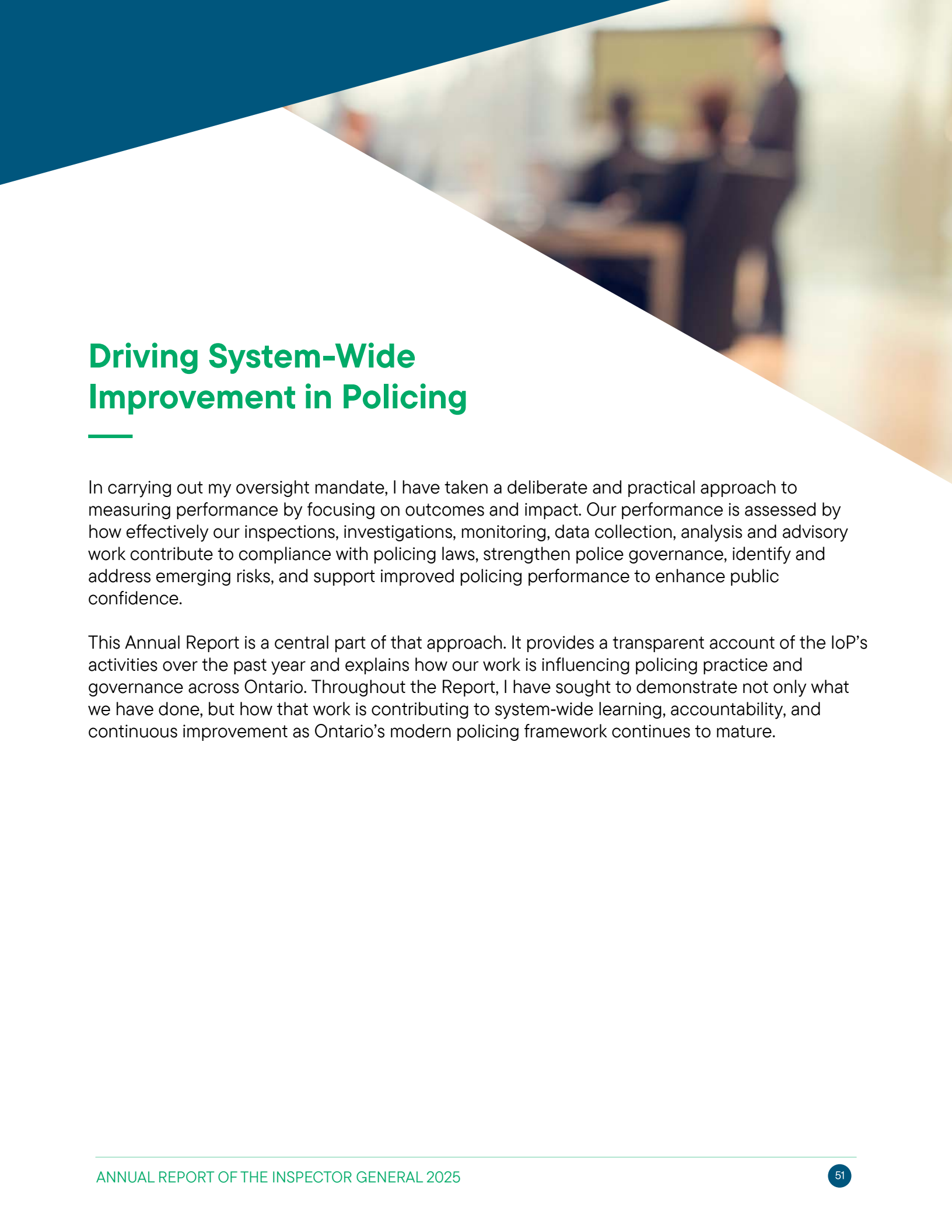
As more First Nations police services become special constable employers, the FNPLU will develop and deliver tailored advisory supports to help these agencies meet their CSPA-specific legislative responsibilities. This includes clarifying notification obligations, ensuring special constable training and discipline frameworks align with provincial standards, and supporting these agencies in establishing governance structures capable of meeting both cultural and legislative expectations.

Addressing Oversight Gaps Affecting First Nations Public Safety

A major priority in 2026 will be to identify and close oversight gaps across the province that affect public safety outcomes for First Nations people. This includes mapping communities without access to consistent police oversight, examining First Nations and municipal communities where oversight responsibilities may be unclear, and assessing unique risks in regions with limited infrastructure or high-priority public safety issues. The IoP will support policing partners, First Nations leadership, and provincial ministries to uphold community safety principles and policing standards.

Inside the Inspectorate of Policing's Operations





Driving System-Wide Improvement in Policing

In carrying out my oversight mandate, I have taken a deliberate and practical approach to measuring performance by focusing on outcomes and impact. Our performance is assessed by how effectively our inspections, investigations, monitoring, data collection, analysis and advisory work contribute to compliance with policing laws, strengthen police governance, identify and address emerging risks, and support improved policing performance to enhance public confidence.

This Annual Report is a central part of that approach. It provides a transparent account of the IoP's activities over the past year and explains how our work is influencing policing practice and governance across Ontario. Throughout the Report, I have sought to demonstrate not only what we have done, but how that work is contributing to system-wide learning, accountability, and continuous improvement as Ontario's modern policing framework continues to mature.

Modernizing Oversight Through a Risk-Based Framework

The IoP's **Risk-Based Compliance and Enforcement Framework** sets out how policing oversight is carried out in Ontario, using a model that focuses attention where it is needed most. Rather than applying a uniform oversight approach to all police services and boards, the Framework is built on the principle that risks to public safety, compliance, and effective policing vary across the system and over time, and must inform how oversight is calibrated and applied.

At the Framework's core is continuous risk assessment. The IoP analyzes a range of factors—such as compliance with legislation, the strength of local governance, resource capacity, and the ability to respond to emerging community issues—to understand where problems may exist or be developing. These factors are considered alongside the seriousness of any non-compliance or misconduct and the presence of conditions that may increase or reduce risk.

The Framework also establishes a graduated approach to oversight, meaning the response is tailored to the level of risk identified. Lower-risk situations may involve monitoring and guidance to support improvement, while higher-risk or persistent issues may lead to formal inspections or enforcement action. This approach allows the IoP to intervene early where needed, while also promoting voluntary compliance and continuous improvement across the sector.

Overall, the Framework reflects a shift to proactive, intelligence-led oversight, where data, relationships, and system awareness are used to prevent problems, strengthen performance, and maintain public confidence in policing.



Developing the IoP's Policing Performance Measurement Framework

In line with my commitment detailed in last year's Annual Report, we have continued to advance the ongoing development of a **Policing Performance Measurement Framework** (PPMF), the first-of-its-kind in Ontario and, in fact, Canada.

The PPMF is designed to answer the fundamental question: *how well are police services and boards performing in Ontario?* It provides a clear, structured, and evidence-based approach to evaluating performance, while recognizing the diversity of policing communities across the province.

The PPMF will rely on high quality, timely, and reliable data to assess performance across key pillars while accounting for differences in service size, geography, population served, and operational complexity. Of course, as the IoP's data collection and analytics approaches become more sophisticated and build on a baseline, the information available to the PPMF will become richer and more real-time.

The PPMF reflects the IoP's commitment to continuous improvement. Rather than focusing only on compliance, the PPMF is intended to be a practical tool that helps police services and boards identify their strengths, address areas for improvement, and focus on outcomes that matter most to the communities they serve. Put another way, the approach the IoP is taking to the PPMF and its implementation is consistent with our philosophy that oversight should not be feared; instead, it should be embraced as a path to improve overall performance through insight.

Aligned with the IoP's strategic goal of establishing an evidence-based performance measurement framework, the PPMF represents an important step forward in promoting effective policing, strong governance, and public confidence in police services across Ontario.

Laying the Groundwork for an IoP Data Strategy

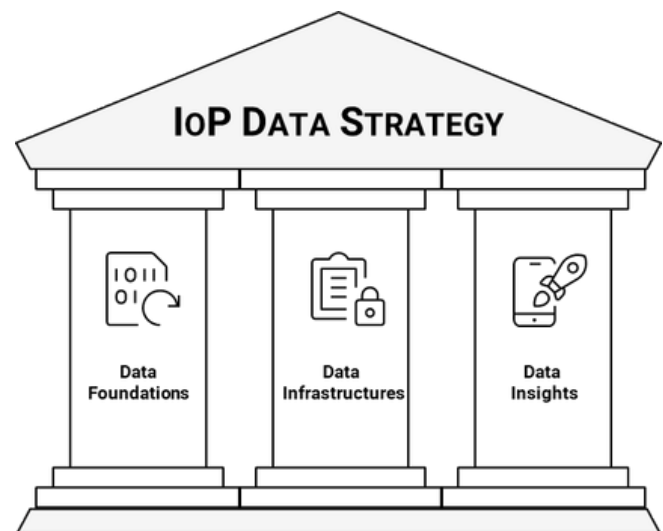
As policing and police governance continue to grow in complexity, effective oversight increasingly depends on access to reliable information and the ability to interpret it responsibly. In 2025, foundational work continued toward the development of a data strategy intended to guide how the IoP collects, manages, and uses information in support of my oversight mandate. At the core of this strategy is our vision to create a trusted, connected policing data ecosystem that drives insight, accountability, and better policing performance for Ontario. The three core pillars that underpin the IoP's Data Strategy are Data Foundations, Data Infrastructure and Data Insights.

At its core, data strategy sets out how data is governed, protected, and made reliable for use over time. The **Data Foundations** pillar establishes responsible data collection practices, shared standards, and strong safeguards so that information is accurate, comparable, and can be used consistently across different oversight activities. Strong data foundations are essential for building trust in the information relied upon for oversight, analysis, and public reporting.

The **Data Infrastructures** pillar explores how data infrastructure could be modernized to better support oversight. This includes the development of secure and reliable platforms that allow information to be collected, integrated, stored, and analyzed in a consistent way. When data systems are well integrated and dependable, information can be used and leveraged across oversight functions and made available for analysis, research, and long-term planning.

Finally, this work recognizes that data has limited value unless it produces insights that are understandable and useful. The **Data Insights** pillar would focus on translating information into clear measures, dashboards, and reporting products that support decision-making and public understanding. For the policing sector, this helps shift discussions from isolated indicators toward broader patterns, emerging risks, and opportunities for improvement, while reinforcing transparency and accountability.

Together, this groundwork reflects a continued shift toward evidence-informed oversight that supports learning, comparability, and continuous improvement across Ontario's policing and governance framework. As this approach evolves, the focus remains on using data thoughtfully and responsibly — ensuring insights strengthen oversight while respecting privacy, operational realities, and public trust.



Advancing Data-Driven Policing Through the IoP Intelligence Hub

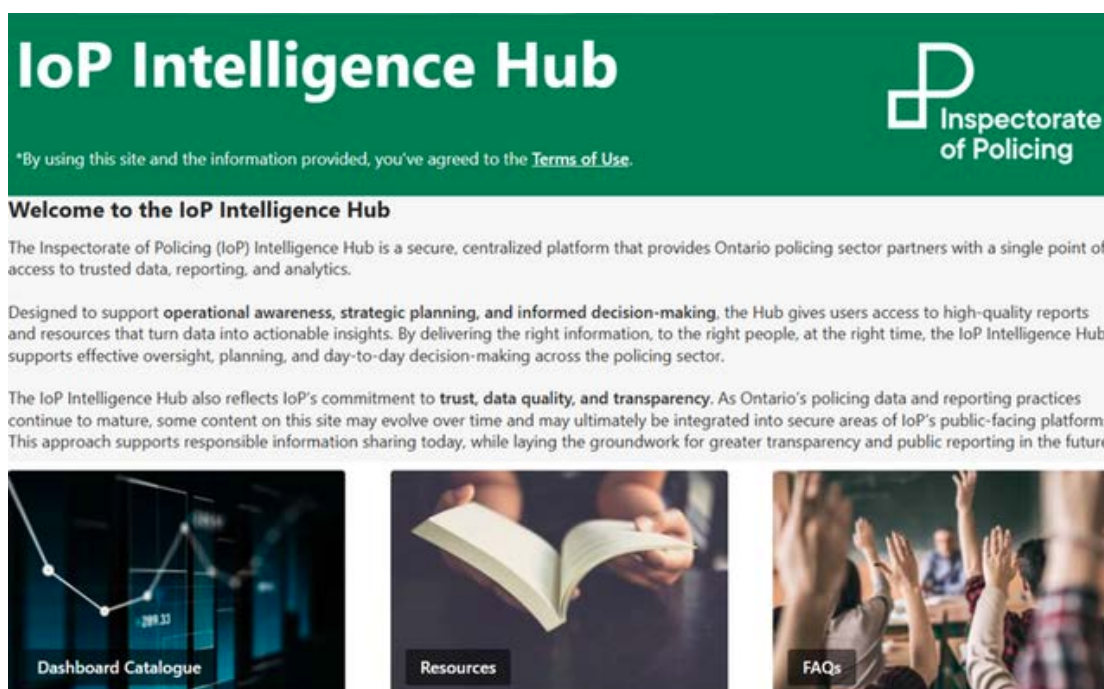
The IoP is advancing data-driven oversight through the launch of the **IoP Intelligence Hub**, a centralized platform for the IoP's policing data and analytics across Ontario.

The Hub provides a secure, restricted digital environment with a single point of access to policing data, reporting, and analytics. Access is limited to Ontario police services and police service boards, ensuring information is shared responsibly within the sector.

The Hub is designed to deliver timely, relevant information to the right users, supporting both operational and governance decision-making. It provides access to high-quality data, standardized dashboards—including the Police Service Board Information Dashboard and Police Service Information Dashboard—and analytical tools that enable users to understand trends, identify risks and opportunities, and generate actionable insights.

Through intuitive dashboards and curated resources, the IoP Intelligence Hub enhances transparency, consistency, and system-wide insight, while reducing reliance on fragmented or manual data sources. It supports both day-to-day awareness and longer-term planning across the policing sector.

As the IoP continues to advance its mandate, additional data products, analytical tools, and reporting capabilities will be progressively introduced through the Intelligence Hub. This ongoing development will further enhance the Hub's value as a comprehensive resource, supporting evolving information needs and strengthening data-driven decision making across Ontario's policing sector.



Police Service Board Information (PSBI) Dashboard

Offers a comprehensive view of police service boards to support governance oversight and sector awareness, including:

- Board structure and composition
- Administrative capacity
- Status of policy approvals
- Availability of strategic and annual planning documents
- Key themes from board insights



Police Service Information (PSI) Dashboard

Provides up-to-date, data-driven insights on municipal police services to support comparative analysis and informed decision-making, including:

- Budgets and financial context
- Workforce composition and staffing profiles
- Operational characteristics and specialized services
- Emerging themes from police service insights



Together, these dashboards improve the accessibility and usability of policing information and represent a significant step forward in enabling data-informed oversight, collaboration, and continuous improvement across Ontario's policing sector.

Examining Police Response Times Across Ontario

In the 2024 Annual Report, I identified police response times as an emerging province-wide concern, reflected in public complaints, sector engagement, and insights gathered through the IoP's early oversight work. Complaints received from communities across Ontario—ranging in size and landscape—highlighted questions about the adequacy and effectiveness of how police services manage and prioritize responding to calls for service in the context of local needs, constraints and operational pressures. Findings from literature reviews, jurisdictional scans, and sector-wide surveys revealed **significant variability in how Ontario's police services define, measure, and report response time information**. Considered together with the concerns raised by multiple stakeholders along with themes identified through complaints made to the IoP regarding the adequacy and effectiveness of police response times, it is evident that a more consistent, structured framework for understanding police response time is necessary to drive improvement in this fundamental aspect of police service delivery.

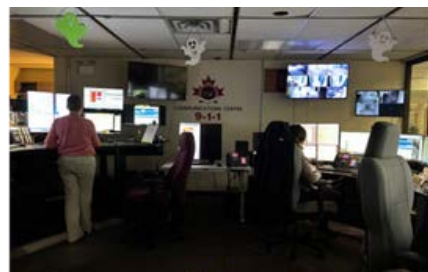
In 2025, the IoP's Centre for Data Intelligence and Innovation advanced research in this area in several important ways:

- Conducted in-depth consultations with subject matter experts from 14 municipal police services and the OPP to gain a deeper understanding of the end-to-end police response process—from receiving and prioritizing a 9-1-1 call to dispatch and the arrival of the first responding officer.
- To gain a fulsome, province-wide perspective, the remaining 30 municipal police services^[1] were asked how they define, measure, and report response time.
- Spent over 70 hours with call takers and dispatchers from various police services, as well as conducting ride-alongs with frontline officers and supervisors. This allowed our research team to directly observe variations and consistencies in operational response processes and identify unique and common factors that impact resource demands, as well as leading practices.

An early finding of this work highlights the absence of a standard definition and associated measures and reporting practices for police response times, reinforcing the need for greater clarity and consistency to support transparency, comparability, and informed decision-making.

Our research findings will be released publicly in 2026, upholding the IoP's commitment to promoting policing excellence and knowledge exchange that enables services to meet the expectations of the communities they serve.

[1] Development of data collection tools and strategies for First Nations police services opted into the CSPA remain ongoing at the time of report writing.



Response Time Province-Wide Inspection

Building on this foundation, the IoP's Policing Inspections Unit will be initiating a province-wide **Police Response Times Inspection** in the near future. This inspection will represent the first province-wide application of the Generally Applicable Standard under the Adequate and Effective Policing Regulation, assessing whether response functions are delivered in a manner that is reasonable in light of local context.

The inspection will examine operational practices alongside governance oversight, quality assurance processes, and the use of data and technology. Introduced through a risk-informed and phased approach, this work reflects a continued commitment to evidence-based oversight, transparency, and continuous improvement, recognizing that while communities differ, the public expectation of timely and effective policing is shared across Ontario.

Sector Engagement, Guidance, and Public Reporting

Throughout 2025, I remained actively engaged with police services, police service boards, oversight partners, and the public to support shared understanding of Ontario's modernized policing framework and the role of independent oversight.

Engagement with the Policing Sector

A significant focus of this year's engagement involved direct, in-person connection with the sector. In 2025, I completed my **Inspector General Tours**, which included personal visits to all 43 municipal police services and police service boards across Ontario, as well as the Ontario Provincial Police and Nishnawbe Aski Police Service. These visits provided valuable opportunities to hear directly from local leaders, better understand emerging challenges and priorities, and raise awareness of the Inspector General's mandate with both the sector and the public.

National and International Engagements

My engagement with the policing sector was informed by continued dialogue with oversight bodies beyond Ontario. In 2025, I maintained active connections with national and international oversight agencies, including through participation in the **Canadian Association for Civilian Oversight of Law Enforcement (CACOLE)**, where I serve as a board member, and through regular discussions with the heads of oversight agencies in other jurisdictions, including the **United Kingdom, Ireland and the United States**. These exchanges supported mutual learning, informed comparative oversight approaches, and contributed to ongoing consideration of broader developments affecting police accountability and governance.

Maintaining these knowledge exchanges helps ensure that Ontario's policing oversight framework remains informed by emerging practices and lessons learned in other jurisdictions, while remaining responsive to the unique context of policing across Ontario's communities.



Providing Advice Through IG Memos and Advisory Bulletins

IG Memos and Advisory Bulletins remained important oversight tools in 2025. These advisory mechanisms helped clarify statutory requirements, communicate expectations arising from the CSPA and its regulations, and support consistent understanding and application of policing service delivery and governance responsibilities across the policing sector.

A key priority in 2025 was supporting the sharing of learning across the sector. An IG Advisory Bulletin on Critical Points Policies, informed by practices developed in Toronto and Halton, supported the adoption of similar approaches by police service boards across the province. To date, 34 out of Ontario's 43 police service boards have adopted this policy. By encouraging stronger governance practices at organizationally significant moments, this guidance contributed to greater consistency and clarity in board oversight responsibilities and reflects my commitment to lifting standards across the policing system through practical, system-wide learning.

Public Reporting, Digital Presence, and Transparency

Transparency and public accountability are central to my oversight mandate. In 2025, the IoP continued to publicly report on my work to reinforce accountability, promote confidence in the policing oversight system, and provide visibility into how oversight authorities are exercised in the public interest.

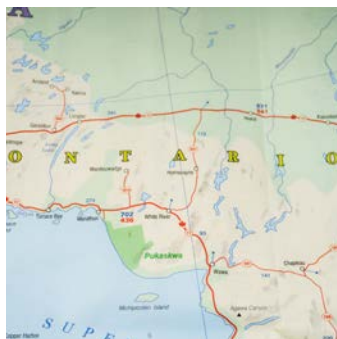
Information made publicly available throughout the year included IG Memos and Advisory Bulletins, oversight Decisions, and binding Directions and Measures imposed, as well as updates on the IoP's monitoring work with specific police services and police service boards. Publishing this information supports clarity within the policing system, enables police services and police service boards to better understand oversight expectations, and allows the public to see how concerns about policing governance and performance are addressed.

The IoP's website serves as the primary vehicle for public reporting, ensuring that oversight outcomes, guidance, and key information are accessible and centralized. Public-facing communications, including the use of social media, supports awareness of published materials and reporting activity. Together, these efforts advances transparency, supports informed public understanding, and reinforces my commitment to visible and accountable oversight.



IG Ryan Teschner on TVO's The Agenda (June 13, 2025).

Future Initiatives



Province-Wide Inspection on Police Integrity and Anti-Corruption Practices

In February 2026 and based on issues identified in the ‘Project South’ criminal investigation, I announced a province-wide inspection into police integrity and anti-corruption practices across Ontario’s policing sector. While this inspection was initiated following a request from the Toronto Police Service and the Toronto Police Service Board, I determined that the issues raised extended beyond any single service. The matters engaged core integrity safeguards that are fundamental to public confidence in policing, and warranted examination on a sector-wide basis.

The inspection applies to all municipal police services, the Ontario Provincial Police, Nishnawbe Aski Police Service and police service boards, recognizing that integrity, accountability, and effective oversight are shared responsibilities within Ontario’s policing system. To support independence and public confidence in the process, I have appointed the Honourable William Hourigan as lead inspector and have vested him with the same statutory authorities as I have as the IG. This approach ensures that the inspection is conducted impartially and positioned to assess both systemic strengths and areas requiring improvement across the sector.

The inspection will focus on five key areas: supervision and span of control; screening and vetting at recruitment and throughout officers’ careers; access to police databases and information systems; evidence and property management practices; and substance use and fitness for duty. These areas were selected because of their central role in organizations preventing, detecting, and responding to corruption, and in reinforcing professional standards that sustain public trust. The scope of the inspection will remain flexible to consider additional issues should they arise during the course of the work.

The inspection is expected to take at least 18 months and will be designed so that, if any non-compliance with the CSPA requiring immediate corrective action is identified, I can issue legally binding Directions and monitor impacted police services and/or boards to ensure those measures are implemented during the inspection, rather than waiting for it to conclude.

I remain confident in the capacity of Ontario’s policing sector to uphold strong standards of integrity and accountability. This inspection provides an important opportunity to reinforce public confidence and clarify expectations across the sector.





Acknowledgements

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

I also would like to thank the Ontario Association of Chiefs of Police, Police Governance Ontario and police associations across the province for their ongoing support of my and the IoP's work.

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



Inspectorate of Policing
777 Bay Street, 7th Floor
Toronto, ON M5G 2C8



Tel: +1-416-314-4130 or 1-888-333-5078



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Ce rapport est aussi disponible en français

Christian Kaiser

From: Diane Smithson <dsmithson@carletonplace.ca>
Sent: August 4, 2026 08:49 AM
To: Diane Smithson
Subject: SAVE THE DATE - NEXT PGO ZONE 2 MEETING - SEPTEMBER 25, 2026

Good morning,

The next Police Governance Ontario Zone 2 meeting is scheduled for Friday, September 25, 2026 in Cornwall at the Best Western.

Rooms can be reserved at the Best Western for Thursday, September 24th, 2026 at a special rate of \$169.99 plus taxes by mentioning the group "Zone 2" and by calling the hotel at 613-932-0451. The special room rate is available until Thursday, August 24, 2026.

Cornwall also has a Ramada Inn, Comfort Inn and a Hampton Inn if necessary.

The rooms are very spacious and a Hot Buffet Breakfast is included. The Hotel has 2 restaurants on site and an outdoor heated pool (not sure when it will close).

The agenda will be issued by the middle of August. We look forward to seeing you there!

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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From: Jeanine Lassaline-Berglund <communications@policegovernanceontario.ca>
Sent: August 10, 2026 09:01 AM
To: Christian Kaiser
Subject: PGO Governance Briefing Series: Interpreting the Inspector General of Policing's 2025 Annual Report

Governance Briefing No. 3

When Compliance Isn't Enough

Moving from Legislative Compliance to Governance Effectiveness

The **Inspector General of Policing's 2025 Annual Report** highlights an important message for police service boards across Ontario.

Meeting legislative requirements is essential, but effective governance requires more than compliance.

Since the introduction of the *Community Safety and Policing Act*, police service boards have devoted significant time to implementing new legislative responsibilities. Mandatory policies, governance requirements, training obligations and reporting expectations have changed the way boards operate.

These responsibilities establish an important foundation for good governance.

However, the Inspector General's Annual Report suggests that the conversation is continuing to evolve.

The question is no longer simply:

"Is the board complying with the legislation?"

It is increasingly becoming:

"Is the board governing effectively?"

A board can meet every legislative requirement and still miss opportunities to strengthen governance.

Effective governance is demonstrated by the quality of the board's discussions, the questions it asks, the information it requests, the decisions it makes and its commitment to continuous improvement.

Compliance tells us **what** a board must do.

Governance effectiveness is demonstrated by **how** the board carries out those responsibilities.

What Does This Mean for Municipal Police Service Boards?

Municipal Police Service Boards are responsible for providing strategic oversight while respecting the operational independence of the Chief of Police.

Effective governance means looking beyond meeting minimum legislative requirements.

Boards should regularly ask themselves:

- Are we receiving the information we need to make informed governance decisions?
- Are we focusing our discussions on strategy, policy and accountability rather than operations?
- Do our policies continue to support effective governance?
- Are we evaluating our own performance as a governing body?

Strong governance is reflected in thoughtful oversight, informed decision-making and a willingness to continually improve.

What Does This Mean for OPP Detachment Boards?

For OPP Detachment Boards, governance effectiveness means more than reviewing reports or meeting statutory obligations.

Effective boards understand the communities they serve, ask meaningful questions about policing priorities in comparison to community needs, monitor Local Action Plan activities and ensure governance discussions remain focused on strategic oversight.

Governance is strengthened when boards actively use the information they receive to support better decisions and improve accountability.

What Does This Mean for First Nation Police Service Boards?

For First Nation Police Service Boards operating under the *Community Safety and Policing Act*, governance effectiveness includes balancing legislative responsibilities with the priorities, values and aspirations of the Nation.

Strong governance reflects both sound governance principles and community leadership.

Boards should consider whether their governance practices support meaningful engagement, transparent decision-making, accountability and community confidence while respecting the unique context in which First Nation policing operates.

Governance Considerations

Municipal Police Service Boards

- Are our meetings focused on governance or administration?
- Does the information we receive support informed decision-making?
- How do we know whether our governance is effective?

OPP Detachment Boards

- Are we using Local Action Plans and Detachment Commander reports to support strategic discussions?
- Do our governance discussions focus on community outcomes?
- What information would help us govern more effectively?

First Nation Police Service Boards

- How does our governance reflect the priorities of the Nation we serve?
 - Are our governance practices strengthening accountability and community confidence?
 - What opportunities exist to continue building governance capacity?
-

Board Action Items

Before your next board meeting, consider:

- Discussing the difference between legislative compliance and governance effectiveness.
 - Reviewing whether the board receives meaningful governance information rather than simply operational updates.
 - Identifying one governance practice that could be strengthened over the next year.
 - Considering whether the board should periodically evaluate its own governance effectiveness.
 - Identifying areas where additional education or governance development would benefit the board.
-

Related PGO Resources

- Governance Insights
 - Governance Guides
 - Policy Templates
 - Training Programs & Discussion Groups
 - Governance Tools
 - Webinars
-

PGO Governance Perspective

The **Inspector General of Policing's 2025 Annual Report** encourages boards to think beyond compliance and consider how governance contributes to accountability, transparency and public confidence.

For Police Governance Ontario, this is an important shift.

Legislation establishes the minimum expectations for every police service board. Effective governance is what allows boards to move beyond those minimum requirements and make a meaningful contribution to the organizations and communities they serve.

Every board has opportunities to strengthen its governance.

Sometimes that means asking better questions.

Sometimes it means improving the information the board receives.

Sometimes it means reflecting on how decisions are made or how community voices are heard.

Governance is not a destination reached when every legislative requirement has been met.

It is an ongoing commitment to learning, improving and providing effective civilian oversight in support of safe communities and public confidence.

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Christian Kaiser

From: Jeanine Lassaline-Berglund <communications@policegovernanceontario.ca>
Sent: August 24, 2026 08:01 AM
To: Christian Kaiser
Subject: PGO Governance Briefing Series: Interpreting the Inspector General of Policing's 2025 Annual Report

Governance Briefing No. 5: Evidence-Informed Governance

Using Information to Strengthen Police Governance

Why This Matters

Effective governance depends on more than receiving information. It depends on receiving the **right information, understanding what it tells us and using it to support better governance decisions.**

The Inspector General of Policing's 2025 Annual Report reinforces the importance of accountability, transparency and effective oversight across Ontario's policing system.

For police service boards, this creates an important governance question:

Does the information we receive actually help us govern?

Boards receive significant amounts of information. Reports, statistics, budgets, strategic plans, Local Action Plans, community information and performance measures can all contribute to the board's understanding of the policing environment.

But receiving information is not the same as using it effectively.

Evidence-informed governance means considering information in context, identifying trends, asking questions and connecting what the board learns to its responsibilities, priorities and decisions.

It is not about turning board members into data analysts.

It is about ensuring that board decisions are informed by more than assumptions, individual experiences or isolated events.

Strong governance requires boards to understand what is happening, why it matters and whether the actions being taken are producing the intended results.

What Does This Mean for Municipal Police Service Boards?

Municipal Police Service Boards receive information from many sources, including the Chief of Police, police service reporting, financial information, strategic planning processes, community engagement and other local or provincial sources.

The volume of information available to a board can be significant.

The governance challenge is determining whether that information helps the board understand:

- progress toward strategic priorities;
- changes in community safety needs;
- emerging risks and trends;
- organizational performance;
- financial pressures;
- community expectations; and
- whether desired outcomes are being achieved.

Boards should not simply ask whether reports have been received.

They should consider whether the information contained in those reports supports meaningful governance discussions and informed decision-making.

Questions to consider include:

- Are we receiving information that connects to the board's strategic priorities?
- Do reports allow us to identify trends over time?
- Are we able to understand what has changed and why?
- Do we receive enough context to interpret the information being presented?
- Are we measuring activity, outcomes or both?
- What information would help the board better understand the communities it serves?
- Are there important information gaps that affect our ability to govern effectively?

Evidence should inform governance discussions without drawing the board into operational decision-making.

The board's role is not to determine how policing activities should be carried out. Its role is to ensure that it has sufficient information to fulfill its governance responsibilities, provide strategic oversight and assess whether priorities and expected outcomes are being achieved.

What Does This Mean for OPP Detachment Boards?

For OPP Detachment Boards, access to meaningful information is equally important.

Detachment Commander reports, Local Action Plans, community safety information and other available data can help boards understand policing priorities and community needs across their detachment area.

The governance opportunity is to move beyond simply receiving reports and toward using the information to support meaningful board discussion.

Boards should consider:

- What is changing within the communities served by the detachment?
- What trends are emerging over time?
- How does the information relate to the priorities identified in the Local Action Plan?
- Are there differences between communities within the detachment area?
- What outcomes should the board be monitoring?
- What additional information would help the board better understand community safety needs?

For boards serving multiple municipalities or communities, evidence can also help members move beyond individual local perspectives and develop a broader understanding of the entire detachment area.

Information becomes most useful when it helps the board ask better governance questions.

What Does This Mean for First Nation Police Service Boards?

For First Nation Police Service Boards operating under the Community Safety and Policing Act, evidence-informed governance should reflect both legislative responsibilities and the unique context of the Nation and communities being served.

Police statistics and formal reports provide important information, but they may not tell the entire story.

Community knowledge, lived experience, local priorities, cultural understanding and relationships can also provide important evidence for governance decision-making.

Boards should consider whether the information they receive helps them understand:

- community safety priorities;
- emerging concerns;
- service needs;
- community confidence;
- progress toward local priorities; and
- whether policing approaches are responsive to the needs and expectations of the Nation.

Evidence-informed governance does not mean relying on one source of information.

Strong governance brings together available data, community knowledge and local context to support informed decisions.

Governance Considerations

Municipal Police Service Boards

- Does the information we receive connect clearly to our strategic priorities?
- Are we able to identify trends rather than simply review individual reporting periods?
- Do our performance measures tell us about outcomes as well as activities?
- What information are we currently missing that would strengthen governance discussions?
- Are we using available information to support future planning and decision-making?

OPP Detachment Boards

- Are Detachment Commander reports providing information that supports meaningful governance discussion?
- Are we using the Local Action Plan as an active governance tool?
- Can we identify trends across the communities within our detachment area?
- What additional information would help us understand community safety priorities and outcomes?
- Are we using the information we receive to inform the questions we ask?

First Nation Police Service Boards

- Does the information we receive reflect the priorities and experiences of the Nation we serve?
- Are we considering both formal policing information and community knowledge?
- What information would help us better understand community safety needs and outcomes?
- Are there gaps in the information available to the board?
- How can community perspectives strengthen the evidence used in governance discussions?

Board Action Items

Before your next board meeting, consider:

- Reviewing the reports the board regularly receives and asking what governance purpose each one serves.
- Identifying whether current reporting allows the board to see trends over time.
- Connecting at least one regular report more clearly to the board's strategic priorities or Local Action Plan.
- Identifying one information gap that limits the board's understanding of a governance issue.
- Discussing whether the board is receiving information about outcomes as well as activities.
- Considering what community information, perspectives or data could provide additional context for future board discussions.

PGO Governance Perspective

Good governance requires good information.

But more information does not automatically lead to better governance.

The value of information lies in what the board is able to understand and do with it.

Evidence-informed boards look beyond individual numbers or reports. They consider trends, context, community perspectives and outcomes. They connect information to strategic priorities and use it to ask thoughtful governance questions.

They are also willing to identify what they do not know.

Boards should not become operational analysts, nor should they attempt to manage policing through data. Their responsibility is to ensure they have sufficient, meaningful information to exercise informed civilian oversight and make sound governance decisions.

As governance expectations continue to evolve, the ability to understand and use information effectively will become increasingly important.

The strongest boards do not simply receive information. They use it to understand, question, learn and govern.

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.

Christian Kaiser

From: Jeanine Lassaline-Berglund <communications@policegovernanceontario.ca>
Sent: August 31, 2026 08:00 AM
To: Christian Kaiser
Subject: PGO Governance Briefing Series: Interpreting the Inspector General of Policing's 2025 Annual Report

Governance Briefing No. 6: Governance Readiness

Building Governance Systems That Support Accountability, Transparency and Continuous Improvement

Why This Matters

The Inspector General of Policing's 2025 Annual Report reinforces that effective governance is not demonstrated only when a board responds to a significant issue, inspection or concern.

It is built through the governance practices that are in place every day.

Policies, reporting processes, meeting practices, planning, board education, records, performance monitoring and regular review all contribute to a board's ability to fulfill its responsibilities.

Together, these practices create governance readiness.

A governance-ready board does not wait for a problem before asking whether its policies are current, whether members understand their responsibilities or whether the board is receiving the information it needs.

It regularly considers whether its governance systems continue to support effective oversight.

The question is not simply:

"Are we prepared if something happens?"

It is:

"Are our governance practices helping us fulfill our responsibilities every day?"

Governance readiness is not about anticipating every possible issue.

It is about building strong enough governance practices that the board is prepared to respond when circumstances change, new issues emerge or greater scrutiny is required.

What Does This Mean for Municipal Police Service Boards?

Municipal Police Service Boards have significant responsibilities for policy, strategic planning, oversight, performance and accountability.

Strong governance systems help boards carry out those responsibilities consistently.

Boards should consider whether:

- governance policies are current and regularly reviewed;
- members understand their individual and collective responsibilities;
- reporting supports meaningful oversight;
- strategic priorities are regularly monitored;
- decisions and follow-up responsibilities are clearly documented;
- board education continues beyond mandatory training; and
- governance practices are periodically reviewed for effectiveness.

Governance readiness also means understanding where weaknesses may exist before those weaknesses become problems.

A policy that has not been reviewed for several years, reporting that no longer supports the board's priorities or unclear responsibilities between the board and Chief may not create an immediate issue.

Over time, however, governance gaps can create risk.

Regular review allows boards to identify and address those gaps proactively.

What Does This Mean for OPP Detachment Boards?

Many OPP Detachment Boards are continuing to develop their governance practices under the Community Safety and Policing Act.

Governance readiness provides an opportunity to move from establishing the basic requirements of the board toward developing consistent and sustainable governance practices.

Boards should consider whether they have:

- current policies and procedures;
- clear meeting and decision-making practices;
- an established process for reviewing Detachment Commander reports;
- a process for monitoring Local Action Plan priorities;
- regular opportunities for board education;
- clear administrative responsibilities;
- an annual governance work cycle; and
- a process for reviewing and improving their own governance practices.

This is particularly important as board membership changes over time.

Strong governance should not depend entirely on the knowledge or experience of individual members.

Policies, records, processes and established practices help preserve continuity and institutional knowledge when members leave and new members join.

What Does This Mean for First Nation Police Service Boards?

For First Nation Police Service Boards operating under the Community Safety and Policing Act, governance readiness includes establishing practices that support legislative responsibilities while reflecting the governance context, priorities and values of the Nation.

Strong governance systems should support the board without becoming unnecessarily complicated or disconnected from the community it serves.

Boards should consider whether their governance practices provide:

- clarity about roles and responsibilities;
- consistent decision-making processes;
- appropriate policies and records;
- meaningful information for oversight;
- opportunities for ongoing learning;
- continuity when board membership changes; and
- appropriate connections between governance responsibilities and community priorities.

Governance readiness should strengthen the board's ability to govern in a way that is both accountable and responsive to the Nation it serves.

Governance Considerations

Municipal Police Service Boards

- When did we last review our governance policies?
- Are board responsibilities clearly understood by members?
- Do our reporting and meeting practices support meaningful oversight?
- How do we monitor progress against strategic priorities?
- How do we identify areas where our governance could be strengthened?
- Would our governance systems continue to function effectively if several experienced members left the board?

OPP Detachment Boards

- Have we moved beyond establishing the board to building sustainable governance practices?
- Do we have a regular governance work cycle?
- Are Local Action Plan priorities incorporated into board discussions throughout the year?
- Are our policies, records and processes clear enough to support future members?
- How are we preserving institutional knowledge as board membership changes?
- What governance practice should we strengthen next?

First Nation Police Service Boards

- Do our governance practices support both accountability and the priorities of the Nation?
- Are roles and responsibilities clearly understood?
- Do our processes support continuity when board membership changes?
- Are governance practices practical and appropriate for our local context?
- What additional governance capacity would strengthen the board?

Board Action Items

Before your next board meeting, consider:

- Reviewing the date your key governance policies were last updated.
- Identifying whether the board has a regular schedule for policy review.
- Reviewing how decisions, commitments and follow-up actions are tracked.
- Identifying one governance process that currently depends too heavily on the knowledge of one person.
- Reviewing how new board members would learn about outstanding priorities, previous decisions and current governance responsibilities.
- Identifying one governance practice the board could strengthen over the next year.

PGO Governance Perspective

Strong governance is rarely built in response to a single event.

It is built gradually through consistent practices.

Current policies matter.

Meaningful reporting matters.

Good records matter.

Training matters.

Clear roles matter.

Regular reflection matters.

Each contributes to a governance system that allows a board to fulfill its responsibilities consistently and respond effectively when circumstances change.

Governance readiness does not mean having a policy or procedure for every possible situation.

It means having a strong enough governance foundation that the board knows its role, has access to the information it needs and has established practices for making decisions, exercising oversight and improving over time.

The strength of a board's governance is often most visible when it is tested.

The best time to strengthen governance is before that test arrives.

Police Governance Ontario will continue to support boards in developing practical governance systems, resources and learning opportunities that strengthen accountability, transparency, continuity and effective civilian oversight.

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.

Christian Kaiser

From: Diane Smithson <dsmithson@carletonplace.ca>
Sent: September 3, 2026 07:54 AM
To: Diane Smithson
Subject: Agenda for Next PGO Zone 2 Meeting in Cornwall on September 25, 2026
Attachments: AGENDA OAPSB ZONE 2.25092026.pdf

Importance: High

Good morning,

Just sending a friendly reminder to RSVP (if you haven't already done so) Attached please find the agenda for the next Police Governance Ontario (PGO) Zone 2 meeting scheduled for Friday, September 25, 2026 in Cornwall at the Best Western. Rooms can be reserved at the Best Western for Thursday, September 24th, 2026

Please share the agenda with the respective members of your Police Service Boards / Detachment Boards/First Nation Boards? It would be appreciated if members could **RSVP** their attendance **by no later than Thursday, September 17, 2026** so arrangements can be made for refreshments.

We are looking for Boards to host our 2027 meetings scheduled for the following dates:

- April 23, 2027
- September 24, 2027

If your Board is interested in hosting a meeting, please let me know.

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

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

NOTICE OF 2026 MEETING
PGO ZONE 2
AGENDA

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

DATE: Friday, September 25, 2026

TIME: 9:30 a.m. – 1:00 p.m.

HOST: Cornwall Police Service Board

LOCATION: Best Western
1515 Vincent Massey Drive
Cornwall, ON K6H 5R6

9:00 a.m. Light refreshments available

9:30 a.m. Call to Order

12:30 p.m. Lunch will be provided

1. Meeting call to order
2. Chair's welcome and opening remarks
Welcome and Opening remarks by the Chair and Mayor Justin Towndale from the City of Cornwall will provide greetings on behalf of the City of Cornwall and Amanda Brisson, Chair of the Cornwall Police Service Board will provide greetings on behalf of the Cornwall Police Service Board.
3. Approval of Agenda
4. Approval of the minutes of the Zone 2 Meeting held in Carleton Place on Friday, June 19, 2026 hosted by the Lanark County OPP Detachment Board
5. Business arising from the minutes
6. Secretary-Treasurer's Financial Report

7. Updates:
 - a. Graham Wight, Inspectorate of Policing, Police Services Advisor
 - b. Lisa Darling, Police Governance Ontario
8. Delegations
 - a. Kelly Beale, Lead Counsel, Ontario's Human Trafficking Legal Support Program, Ministry of the Attorney General, Anti-Human Trafficking Speaker and Advocate
Re: Human trafficking – what it looks like from a legal lens as well as a non-legal lens such as how it happens, the signs and stages, and what patterns and trends are emerging. The Ontario Human Trafficking Legal Support Program will also be reviewed.
9. New Business
10. Membership Input
11. Upcoming Meeting Dates and Locations
We are looking for host municipalities for the 2027 meeting dates. Please consider hosting a meeting:
 - April 23, 2027
 - June 18, 2027
 - September 24, 2027
12. Adjournment

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

PLEASE RSVP TO DIANE SMITHSON (613) 257-6255 OR BY EMAIL AT DSMITHSON@CARLETONPLACE.CA BY THURSDAY, SEPTEMBER 17TH, 2026 AT 4:00 P.M. SO THAT NUMBER OF ATTENDEES CAN BE PROVIDED FOR LUNCHEON PURPOSES AND LET ME KNOW IF YOU HAVE ANY DIETARY RESTRICTIONS

Please note: Guests are welcome to attend

DRAFT - Police Service Board Budget as at July 31, 2026

Primary Description	Category	Type Descr	Secondary	Account Name	2026 Budget	2026 YTD Actual	2026 \$ Variance (B % Spend	
Police - Police Service Board	01 - Salaries, wages and benefits				20,818.93	6,432.22	14,386.71	31%
Police - Police Service Board	03 - Materials and supplies	Expense	2200	Police - ServBrd: Training & Sem	500.00	0.00	500.00	0%
Police - Police Service Board	03 - Materials and supplies	Expense	2205	Police - ServBrd: Confer/Trade Sh	3,000.00	0.00	3,000.00	0%
Police - Police Service Board	03 - Materials and supplies	Expense	2210	Police - ServBrd: Subscriptions	0.00	0.00	0.00	0%
Police - Police Service Board	03 - Materials and supplies	Expense	2215	Police - ServBrd: Membership Dues	3,600.00	0.00	3,600.00	0%
Police - Police Service Board	03 - Materials and supplies	Expense	2220	Police - ServBrd: Personal Mileage	1,000.00	2,279.27	(1,279.27)	228%
Police - Police Service Board	03 - Materials and supplies	Expense	2225	Police - ServBrd: Hotel	0.00	1,167.90	(1,167.90)	0%
Police - Police Service Board	03 - Materials and supplies	Expense	2230	Police - ServBrd: Meals	500.00	0.00	500.00	0%
Police - Police Service Board	03 - Materials and supplies	Expense	2235	Police - ServBrd: Medical Exams	0.00	0.00	0.00	0%
Police - Police Service Board	03 - Materials and supplies	Expense	2240	Police - ServBrd: Empl Recognition	500.00	0.00	500.00	0%
Police - Police Service Board	03 - Materials and supplies	Expense	2300	Police - ServBrd: Clothing	0.00	0.00	0.00	0%
Police - Police Service Board	03 - Materials and supplies	Expense	2305	Police - ServBrd: Health & Sfty Mat	0.00	0.00	0.00	0%
Police - Police Service Board	03 - Materials and supplies	Expense	2310	Police - ServBrd: Postage and Shpg	0.00	0.00	0.00	0%
Police - Police Service Board	03 - Materials and supplies	Expense	2315	Police - ServBrd: Office Supplies	0.00	0.00	0.00	0%
Police - Police Service Board	03 - Materials and supplies	Expense	2320	Police - ServBrd: Copying Expense	0.00	0.00	0.00	0%
Police - Police Service Board	03 - Materials and supplies	Expense	2325	Police - ServBrd: Miscs Expense	0.00	0.00	0.00	0%
Police - Police Service Board	03 - Materials and supplies	Expense	2345	Police - ServBrd: Supplies	0.00	0.00	0.00	0%
Police - Police Service Board	03 - Materials and supplies	Expense	2350	Police - ServBrd: Cleaning Supplies	0.00	0.00	0.00	0%
Police - Police Service Board	03 - Materials and supplies	Expense	2525	Police - ServBrd: Telephone - Cell	0.00	0.00	0.00	0%
Police - Police Service Board	03 - Materials and supplies	Expense	2530	Police - ServBrd: Telephone - Land	0.00	0.00	0.00	0%
Police - Police Service Board	03 - Materials and supplies	Expense	2535	Police - ServBrd: Internet	0.00	0.00	0.00	0%
Police - Police Service Board	03 - Materials and supplies	Expense	2540	Police - ServBrd: Advertising	500.00	610.42	(110.42)	122%
Police - Police Service Board	03 - Materials and supplies	Expense	2545	Police - ServBrd: IT Equip/Support	0.00	0.00	0.00	0%
Police - Police Service Board	03 - Materials and supplies	Expense	2580	Police - ServBrd: Acc't/Audit Fees	0.00	0.00	0.00	0%
Police - Police Service Board	03 - Materials and supplies	Expense	2585	Police - ServBrd: Other Pro Fees	2,500.00	1,274.04	1,225.96	51%
Police - Police Service Board	03 - Materials and supplies	Expense	2590	Police - ServBrd: Legal Fees	7,500.00	712.32	6,787.68	9%
Police - Police Service Board	04 - Contracted Services	Expense	2330	Police - ServBrd: Contract Services	500.00	0.00	500.00	0%
					40,918.93	12,476.17	28,442.76	30%