



**MIDDLESEX OPP DETACHMENT BOARD
CONSEIL DU DÉTACHEMENT DE MIDDLESEX
DE LA POLICE PROVINCIALE**

**MIDDLESEX OPP DETACHMENT
DÉTACHEMENT DE MIDDLESEX DE LA POLICE PROVINCIALE**

Middlesex OPP Detachment Board

Meeting Agenda

August 27, 2025 - 2:00 p.m.

Council Chamber - Middlesex Centre Municipal Office

10227 Ilderton Road, Coldstream, Ontario

- 1. Call to Order**
- 2. Declaration of Conflict of Interest**
- 3. Administration of Oath/Affirmation of Offices**

The following is the oath or affirmation of office for the members of police service boards, O.P.P. detachment boards and First Nation O.P.P. boards in accordance with O. Reg. 416/23:

Oath/Affirmation

I solemnly swear (affirm) that I will uphold the Constitution of Canada, which recognizes and affirms Aboriginal and treaty rights of Indigenous peoples, and that I will, to the best of my ability, discharge my duties as a member of the Middlesex OPP Detachment Board faithfully, impartially and according to the *Community Safety and Policing Act, 2019*, any other Act, and any regulation, rule or by-law. So help me God. *(Omit this line in an affirmation.)*

4. Approval of Minutes

- 4.1 Minutes of the May 28, 2025 Middlesex OPP Detachment Board Meeting

Recommendation

THAT the May 28, 2025 minutes of the Middlesex OPP Detachment Board meeting be approved.

5. OPP Detachment Commander Update

Davide Barnabi, Interim Detachment Commander, to provide an update.

Recommendation

THAT the Middlesex OPP Detachment Board receives the activity report from Davide Barnabi, Interim Detachment Commander, for information.

6. Review of Proposed Board Policies

6.1 Diversity, Equity, and Inclusion Policy

Recommendation

THAT the Middlesex OPP Detachment Board adopts the Diversity, Equity, and Inclusion Policy as presented.

6.2 Remuneration and Expense Policy

Recommendation

THAT the Middlesex OPP Detachment Board adopts the Remuneration and Expense Policy as presented.

6.3 Board Rules & Procedures

Recommendation

THAT the Middlesex OPP Detachment Board adopts the Board Rules and Procedures as presented.

6.4 Terms of Reference (Amended)

Recommendation

THAT the Middlesex OPP Detachment Board adopts the amended Terms of Reference as presented.

Recommendation

THAT the Middlesex OPP Detachment Board appoints Brianna Hammer-Keidel, Municipality of Middlesex Centre, as Board Secretary.

Recommendation

THAT the Middlesex OPP Detachment Board appoints the Municipality of Middlesex Centre as the municipality administering the financial management of the board.

7. Reports to the Board

7.1 Member Activity Report – Member Maudsley

Recommendation

THAT the member activity report from Member Maudsley be received for information.

7.2 Approval of 2024 and 2025 Expenses

Recommendation

THAT the expenses submitted by Member Maudsley and Member Clarke for Q4 2024 and Q 1-3 2025 be approved;
AND THAT the 2024 claimed expenses be paid and recorded within the 2025 budget.

7.3 2026 Budget Discussion

- OAPSB Insurance Program
- Board Approval of Future Expenses for 2026 Budget (Conferences, Association Meetings, etc.)

Recommendation

THAT the approved expenses (to be itemized) be incorporated in the draft 2026 Detachment Board budget to be presented at the board's next meeting scheduled for November 26, 2025.

8. Correspondence

8.1 Middlesex OPP Detachment - 2024 Annual Report

8.2 Inspectorate General of Policing – Memo #6: Release of the Inspector General of Policing 2024 Annual Report

8.3 Grey Bruce OPP Detachment Board – Appeal to the Ministry of the Solicitor General for Reinstatement of Funding

8.4 Ministry of the Solicitor General – Notification of Provincial Appointee to the Middlesex OPP Detachment Board (Jim Maudsley)

Recommendation

THAT the Middlesex OPP Detachment Board receives correspondence items 8.1 through 8.4 for information.

9. New Business

9.1 Recruitment of Community Representative

Recommendation

THAT the Middlesex OPP Detachment Board directs the Board Secretary to initiate the recruitment process for a Community Representative.

9.2 Update on Police School Resource Program (Detachment Commander)

10. Adjournment

Recommendation

THAT the August 27, 2025 meeting of the Middlesex OPP Detachment Board be adjourned at _____.



**MIDDLESEX OPP DETACHMENT BOARD
CONSEIL DU DÉTACHEMENT DE MIDDLESEX
DE LA POLICE PROVINCIALE**

**MIDDLESEX OPP DETACHMENT
DÉTACHEMENT DE MIDDLESEX DE LA POLICE PROVINCIALE**

Middlesex County OPP Detachment Board

Minutes

May 28, 2025

2:00 p.m.

Ilderton Community Centre

13168 Ilderton Road, Ilderton ON N0M 2A0

Board Members Present: Chair John Brennan, Sue Clarke, Murray Faulkner, Paul Hodgins, Jim Maudsley

Regrets: Michelle Smibert

1) Call to Order

Chair John Brennan called the meeting to order at 2:00 pm

2) Approval of Minutes

2.1 Minutes of the February 19, 2025 Middlesex County OPP Detachment Board

Jim Maudsley indicated that the resolution that he introduced at the February 19, 2025 meeting was not included in the minutes. Jim Maudsley requested that the following resolution be included in the February 19, 2025 minutes:

"Whereas the Middlesex Police Board does not have dedicated meeting support;

Whereas the temporary support provided by Middlesex Centre is disrupted due to the departure of its Clerk;

Whereas local member municipalities face resource constraints and may lack dedicated Clerk capacity to support a Police Board;

Whereas any option of circulating Clerks for meetings can place undue strain on Member municipalities and does not serve the interest of this Board;

Therefore be it resolved that the Middlesex Police Board formally request Middlesex County to provide a proposal for dedicated administration support, and any submitted proposal to be considered at the next Police Board meeting or earlier at the Chairs direction;

And further that this resolution be circulated to the Middlesex County Clerk and Middlesex County Council.

*Moved by Jim Maudsley
Seconded by Michelle Smibert*

DEFEATED"

**Moved by: Paul Hodgins
Seconded by: Murray Faulkner**

THAT the minutes of the Middlesex County OPP Detachment Board held on February 19, 2025 be approved with the requested amendment.

CARRIED

3) OPP Detachment Commander Update

Ross Stuart, Detachment Commander, was in attendance to provide an update and activity report.

Closed Session – Detachment Commander Update

A portion of the update report is considered in closed session (response times and staffing)

**Moved by: Jim Maudsley
Seconded by: Sue Clarke**

THAT the Middlesex County OPP Detachment Board proceed in Closed Session under Section 44(2) of the Community Safety and Policing Act at 2:57 pm to address matters related to:

(g) Information explicitly supplied in confidence to the municipality of local board by another level of government or a Crown Agency (response times and staffing)

CARRIED

**Moved by: Sue Clarke
Seconded by: Paul Hodgins**

THAT the Middlesex County OPP Detachment Board resume to Open Session at 3:23 pm

CARRIED

**Moved by: Jim Maudsley
Seconded by: Sue Clarke**

THAT the Middlesex County OPP Detachment Board receive the report from Ross Stuart, Detachment Commander.

CARRIED

4) Police Board Budget Review & Approval

4.1 Report on Middlesex County OPP Detachment Board Budget

Sean Miller presented the updated budget for the Middlesex OPP Detachment Board. Jim Maudsley requested clarification regarding the Board stipend, noting a discrepancy between the comment indicating \$175.00 per meeting and the Board's previous approval of \$200.00 per meeting. The Board discussed a prior decision that only community members would receive the \$200.00 per meeting stipend. Sean Miller advised he would follow up with any necessary clarification. Morgan Calvert noted that staff would develop a remuneration policy and confirmed that staff would also prepare additional outstanding policies, including Diversity, Equity, and Inclusion (DEI) and Conference policies internally.

**Moved by: Paul Hodgins
Seconded by: Sue Clarke**

THAT the Middlesex County OPP Detachment Board approve the updated 2025 Budget;

AND THAT the Middlesex County OPP Detachment Board Budget to Actuals be received for information.

CARRIED

5) OPP Detachment Board Naming Process

Recommendation for confirmation of the naming of the Middlesex County OPP Detachment Board.

**Moved by: Murray Faulkner
Seconded by: Sue Clarke**

THAT as outlined in Ontario Regulation 135/24, this board is an OPP Detachment Board in the Middlesex geographical area serviced by the Middlesex OPP Detachment;

AND THAT until such time as the CSPA or O. Reg. 135/24 is amended to reflect the name of our Detachment Board in the corresponding table within O. Reg. 135/24, this Board will be operating as Middlesex OPP Detachment Board;

AND FURTHER THAT this recommendation does not preclude boards from seeking their own legal advice regarding the naming of the OPP Detachment Board.

CARRIED

6) Correspondence

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

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

6.3 Middlesex OPP Detachment Board Branding

**Moved by: Paul Hodgins
Seconded by: Murray Faulkner**

THAT Correspondence Items 6.1 and 6.2 be received for information.

CARRIED

7) New Business

7.1 [Mobile Crisis Response Team Enhancement Grant for 2024-2025](#)

**Moved by: Sue Clarke
Seconded by: Jim Maudsley**

THAT the Middlesex County OPP Detachment Board endorse an application by the Middlesex OPP – West Region for the Mobile Crisis Response Team (MCRT) Enhancement Grant.

CARRIED

7.2 Update on Community Safety Wellbeing Plan.

7.3 Update on Board Members Expenses.

7.4 Engagement Session with Detachment Board Members

8) **Adjournment**

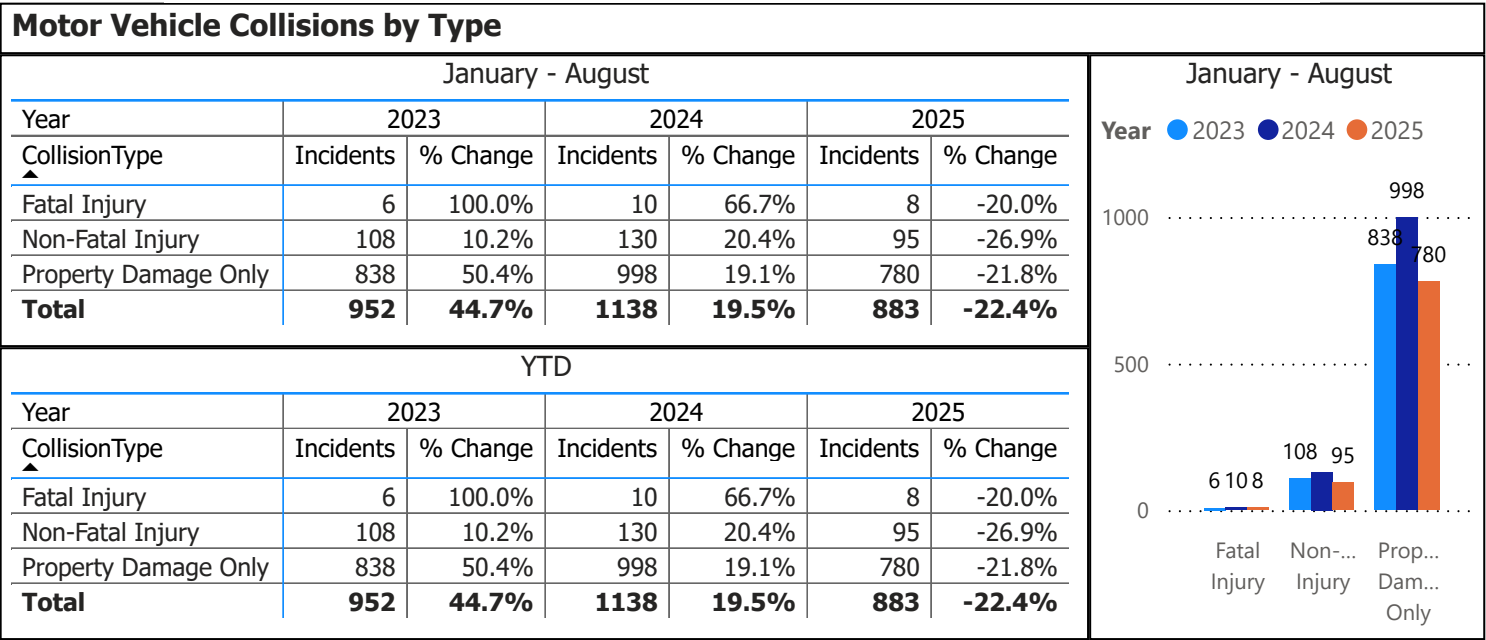
Moved by: Sue Clarke
Seconded by: Jim Maudsley

THAT the Middlesex County OPP Detachment Board adjourn the May 28, 2025 meeting at 4:00 pm.

Chair

Board Secretary

OPP Detachment Board Report
Collision Reporting System
January - August 2025



Data source (Collision Reporting System) date:
04-Aug-2025

Detachment: 6Q - MIDDLESEX (Strathroy)
Location code(s): 6Q00 - MIDDLESEX (Strathroy), 6Q10 - MIDDLESEX (Glencoe), 6Q20 - MIDDLESEX (London), 6Q30 - MIDDLESEX (Lucan), 6Q70 - MUNSEE-DELAWARE NATION FN, 6Q71 - ONEIDA NATION OF THE THAMES FN, 6Q72 - CHIPPEWAS OF THE THAMES FN

Area(s): ALL
Data source date:
04-Aug-2025

Report Generated on:
07-Aug-2025 2:25:04 PM

OPP Detachment Board Report
Collision Reporting System
January - August 2025

Fatalities in Detachment Area - Incidents									
January - August									
Type	Motor Vehicle			Motorized Snow Vehicle			Off-Road Vehicle		
Year	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change
2023	1	6	100.0%	0	0	--	0	0	--
2024	2	10	66.7%	0	0	--	0	0	--
2025	1	7	-30.0%	1	1	--	0	0	--

YTD									
Type	Motor Vehicle			Motorized Snow Vehicle			Off-Road Vehicle		
Year	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change
2023	1	6	100.0%	0	0	--	0	0	--
2024	2	10	66.7%	0	0	--	0	0	--
2025	1	7	-30.0%	1	1	--	0	0	--

Fatalities in Detachment Area - Persons Killed									
January - August									
Type	Motor Vehicle		Motorized Snow Vehicle		Off-Road Vehicle				
Year	Persons Killed	% Change	Persons Killed	% Change	Persons Killed	% Change			
2023	8	166.7%	0	--	0	--			
2024	12	50.0%	0	--	0	--			
2025	7	-41.7%	1	--	0	--			

YTD									
Type	Motor Vehicle		Motorized Snow Vehicle		Off-Road Vehicle				
Year	Persons Killed	% Change	Persons Killed	% Change	Persons Killed	% Change			
2023	8	166.7%	0	--	0	--			
2024	12	50.0%	0	--	0	--			
2025	7	-41.7%	1	--	0	--			

Primary Causal Factors in Fatal Motor Vehicle Collisions											
January - August					YTD						
	2023	2024	2025		2023	2024	2025		2023	2024	2025
Speeding	3	2	1	Speeding	3	2	1	Speeding	3	2	1
Speeding % Change	--	-33.3%	-50.0%	Speeding % Change	--	-33.3%	-50.0%	Speeding % Change	--	-33.3%	-50.0%
Distracted	0	2	2	Distracted	0	2	2	Distracted	0	2	2
Distracted % Change	--	--	0.0%	Distracted % Change	--	--	0.0%	Distracted % Change	--	--	0.0%
Alcohol/Drugs	1	2	2	Alcohol/Drugs	1	2	2	Alcohol/Drugs	1	2	2
Alcohol/Drugs % Change	0.0%	100.0%	0.0%	Alcohol/Drugs % Change	0.0%	100.0%	0.0%	Alcohol/Drugs % Change	0.0%	100.0%	0.0%
Wildlife	0	0	0	Wildlife	0	0	0	Wildlife	0	0	0
Wildlife % Change	--	--	--	Wildlife % Change	--	--	--	Wildlife % Change	--	--	--
NoSeatbelt	1	2	0	NoSeatbeltYTD	1	2	0	NoSeatbeltYTD	1	2	0
NoSeatbelt YoY%	0.0%	100.0%	-100.0%	NoSeatbeltYTD YoY%	0.0%	100.0%	-100.0%	NoSeatbeltYTD YoY%	0.0%	100.0%	-100.0%

January - August

Speeding, Distracted, AL...

3

0

1

0

1

2

2

2

0

2

1

2

0

0

2023

2024

2025

Speeding

Distracted

Alcohol/Drugs

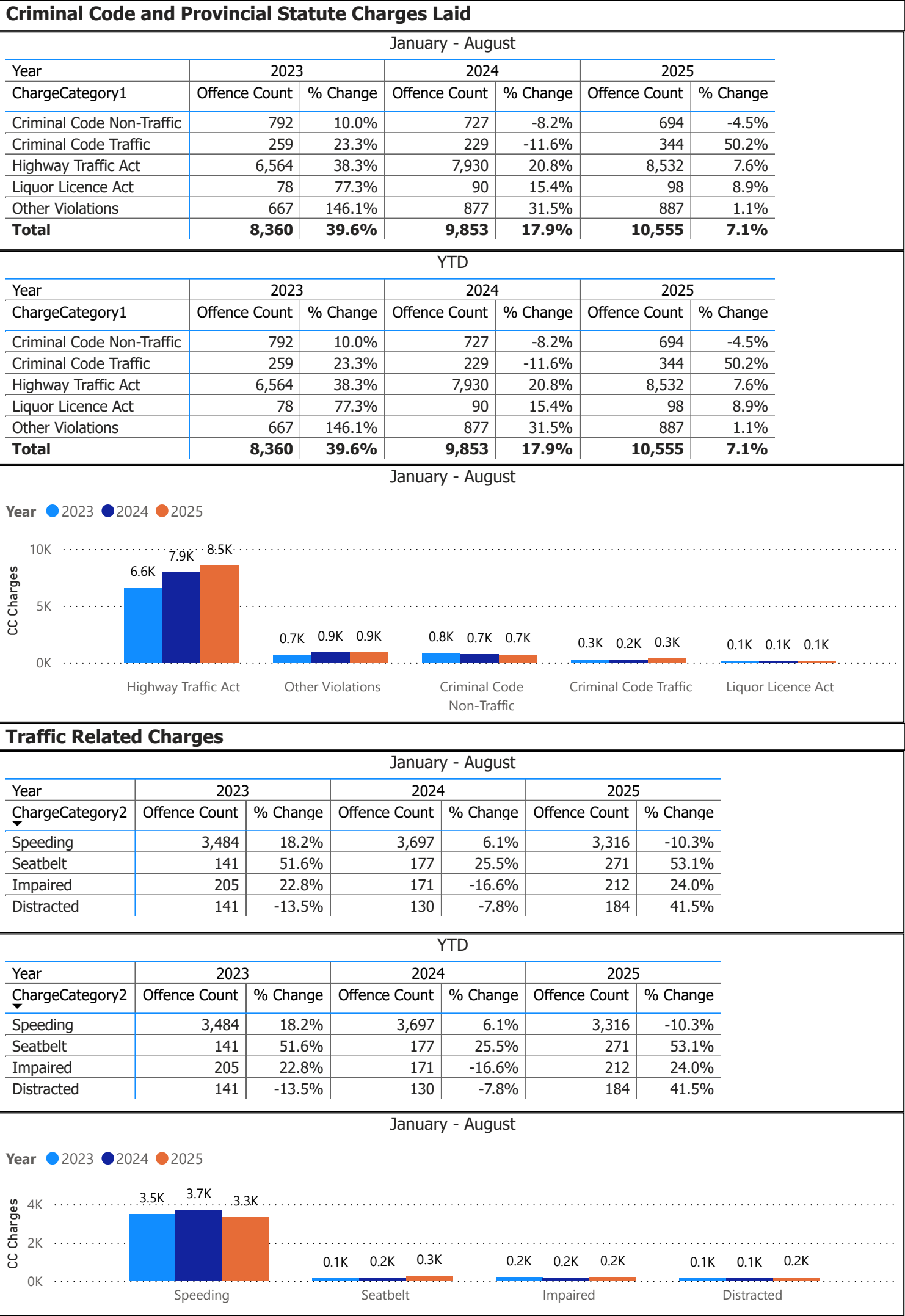
Wildlife

NoSeatbelt

Data source (Collision Reporting System) date:
04-Aug-2025

Detachment: 6Q - MIDDLESEX (Strathroy)
Location code(s): 6Q00 - MIDDLESEX (Strathroy), 6Q10 - MIDDLESEX (Glencoe), 6Q20 - MIDDLESEX (London), 6Q30 - MIDDLESEX (Lucan), 6Q70 - MUNSEE-DELAWARE NATION FN, 6Q71 - ONEIDA NATION OF THE THAMES FN, 6Q72 - CHIPPEWAS OF THE THAMES FN

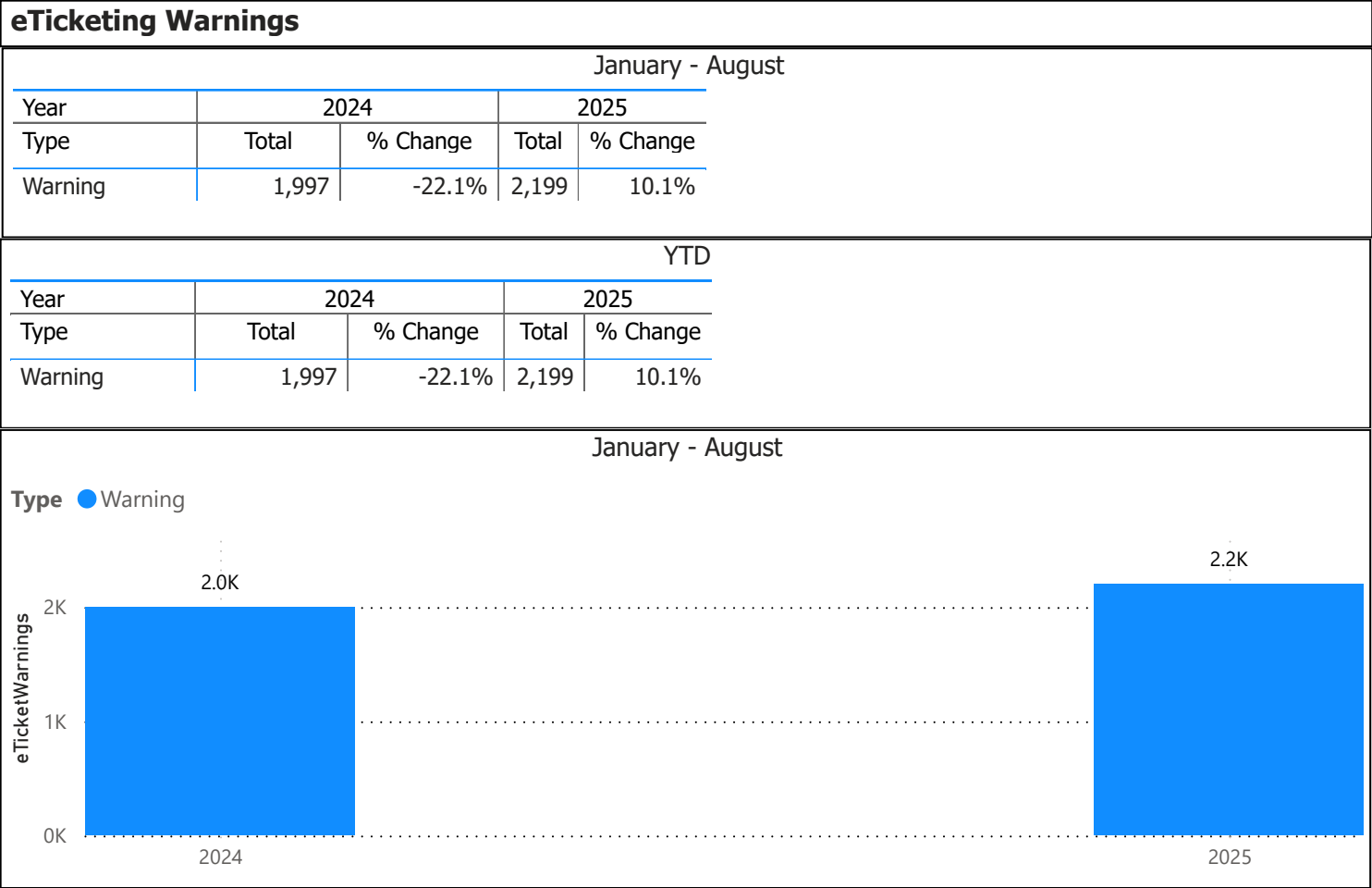
OPP Detachment Board Report
Records Management System
January - August 2025



Detachment: 6Q - MIDDLESEX (Strathroy)

Location code(s): 6Q00 - MIDDLESEX (Strathroy), 6Q10 - MIDDLESEX (Glencoe), 6Q20 - MIDDLESEX (London), 6Q30 - MIDDLESEX (Lucan), 6Q70 - MUNSEE-DELAWARE NATION FN, 6Q71 - ONEIDA NATION OF THE THAMES FN, 6Q72 - CHIPPEWAS OF THE THAMES FN

OPP Detachment Board Report
Records Management System
January - August 2025

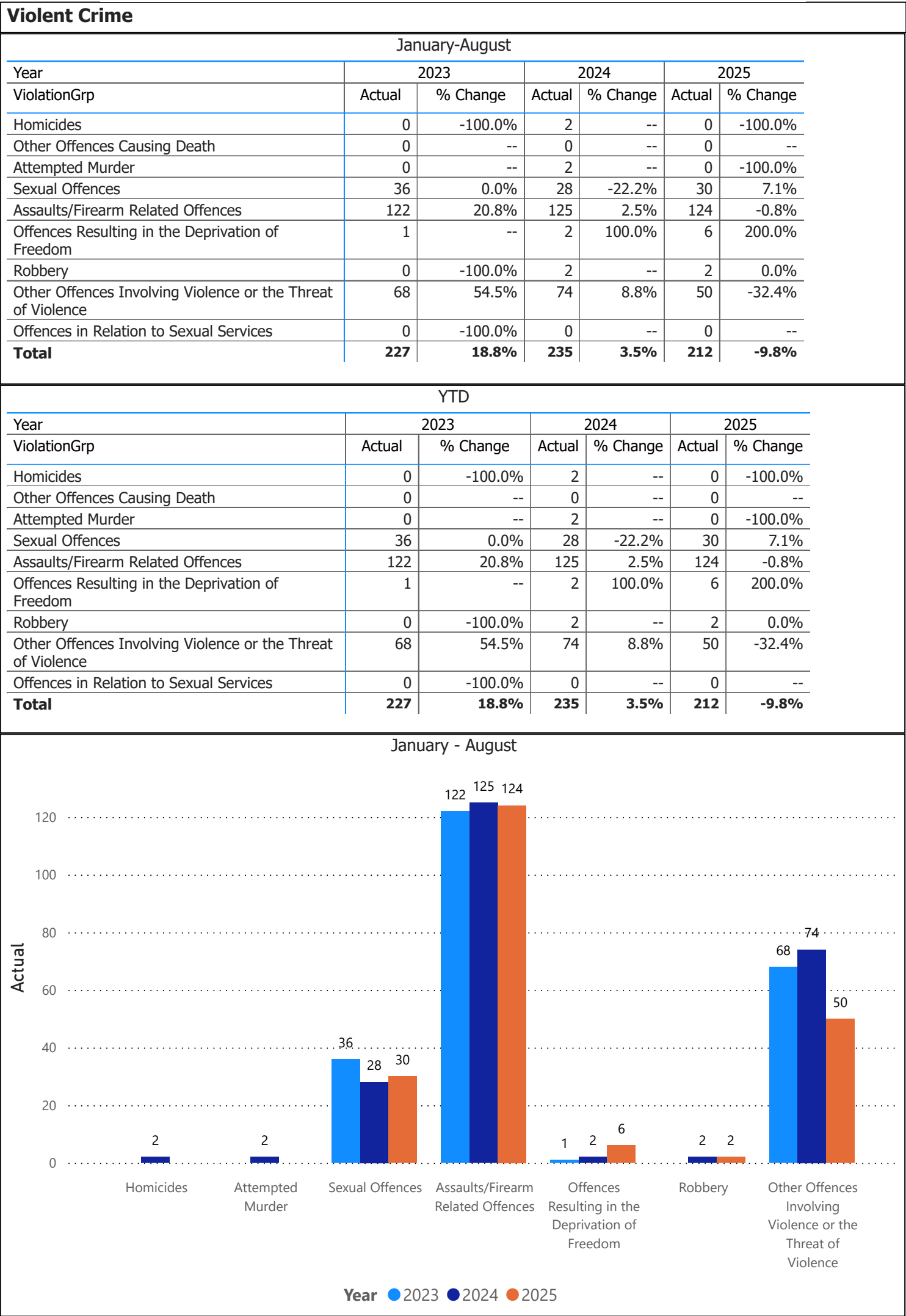


Note: The eTicketing system was not fully implemented until the end of 2022, therefore data is only available beginning in 2023. % Change in 2023 may appear higher in this report due to the incomplete 2022 data.

OPP Detachment Board Report

Records Management System

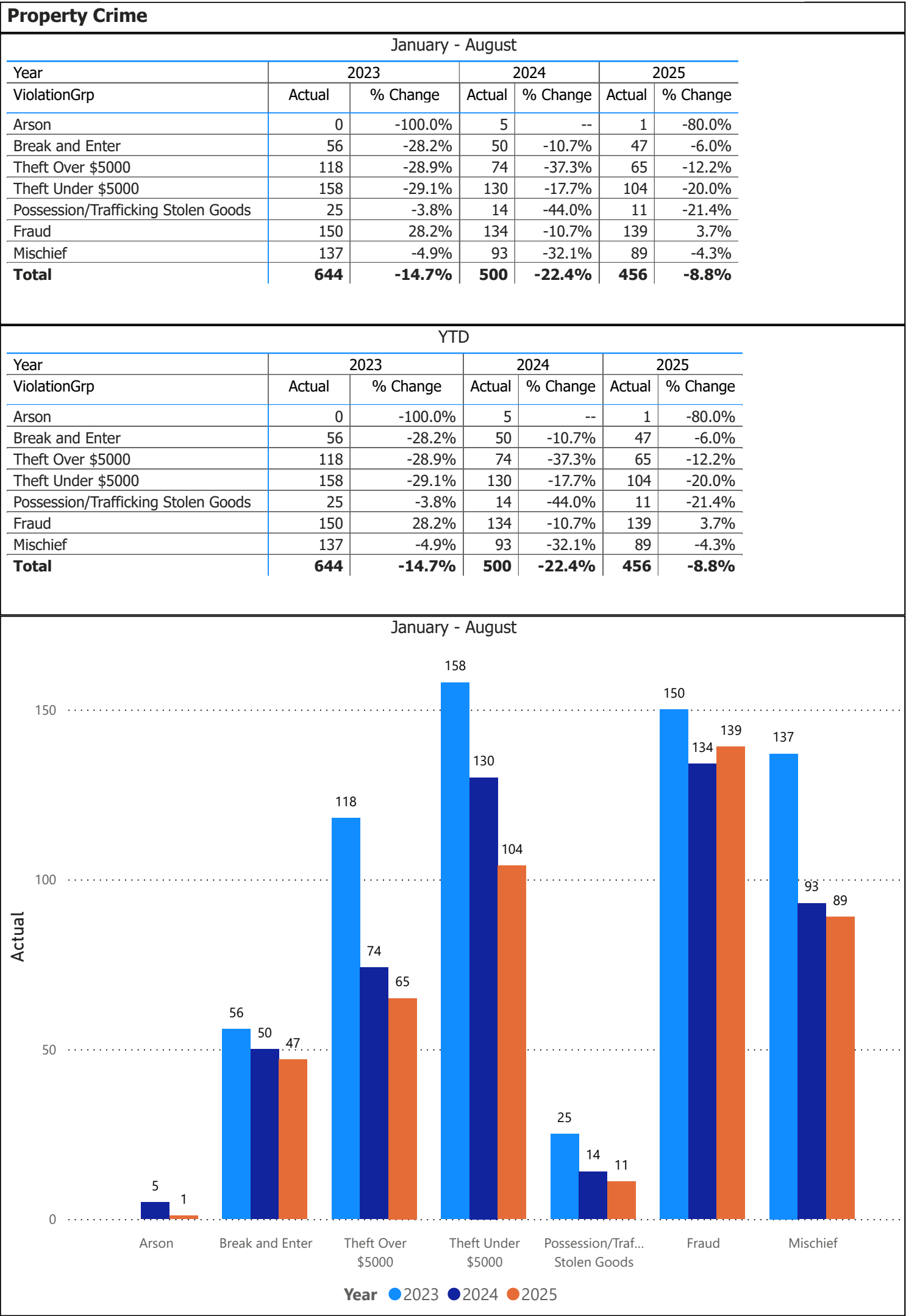
January - August 2025



Detachment: 6Q - MIDDLESEX (Strathroy)

Location code(s): 6Q00 - MIDDLESEX (Strathroy), 6Q10 - MIDDLESEX (Glencoe), 6Q20 - MIDDLESEX (London), 6Q30 - MIDDLESEX (Lucan), 6Q70 - MUNSEE-DELAWARE NATION FN, 6Q71 - ONEIDA NATION OF THE THAMES FN, 6Q72 - CHIPPEWAS OF THE THAMES FN

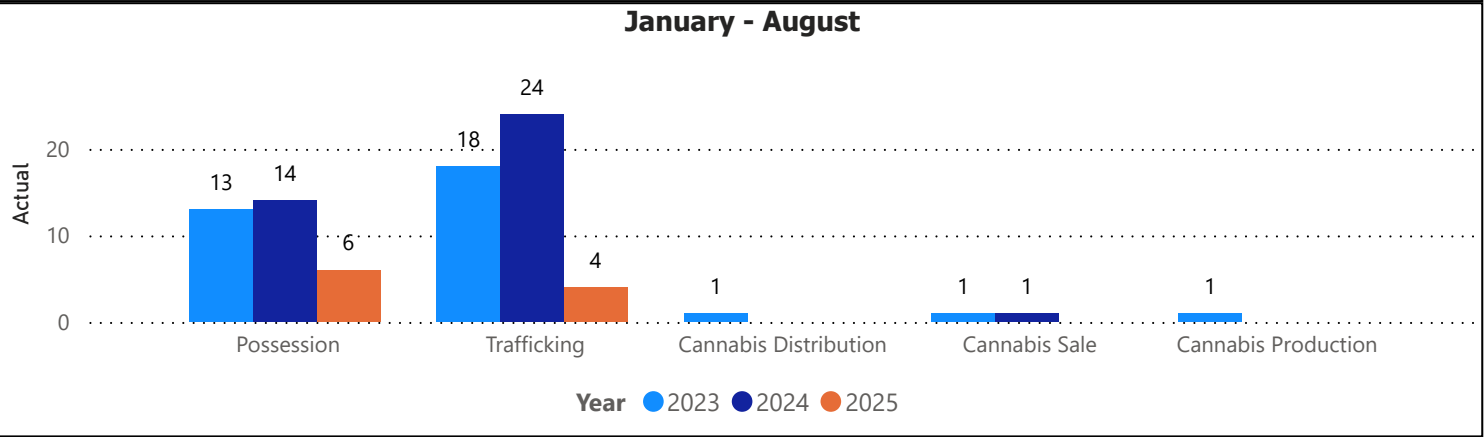
OPP Detachment Board Report
Records Management System
January - August 2025



OPP Detachment Board Report
Records Management System
January - August 2025

Drug Crime						
January - August						
Year	2023		2024		2025	
ViolationGrp	Actual	% Change	Actual	% Change	Actual	% Change
Possession	13	30.0%	14	7.7%	6	-57.1%
Trafficking	18	200.0%	24	33.3%	4	-83.3%
Importation & Production	0	--	0	--	0	--
Cannabis Possession	0	--	0	--	0	--
Cannabis Distribution	1	0.0%	0	-100.0%	0	--
Cannabis Sale	1	--	1	0.0%	0	-100.0%
Cannabis Importation & Exportation	0	--	0	--	0	--
Cannabis Production	1	--	0	-100.0%	0	--
Other Cannabis Violations	0	--	0	--	0	--
Total	34	100.0%	39	14.7%	10	-74.4%

YTD						
Year	2023		2024		2025	
ViolationGrp	Actual	% Change	Actual	% Change	Actual	% Change
Possession	13	30.0%	14	7.7%	6	-57.1%
Trafficking	18	200.0%	24	33.3%	4	-83.3%
Importation & Production	0	--	0	--	0	--
Cannabis Possession	0	--	0	--	0	--
Cannabis Distribution	1	0.0%	0	-100.0%	0	--
Cannabis Sale	1	--	1	0.0%	0	-100.0%
Cannabis Importation & Exportation	0	--	0	--	0	--
Cannabis Production	1	--	0	-100.0%	0	--
Other Cannabis Violations	0	--	0	--	0	--
Total	34	100.0%	39	14.7%	10	-74.4%

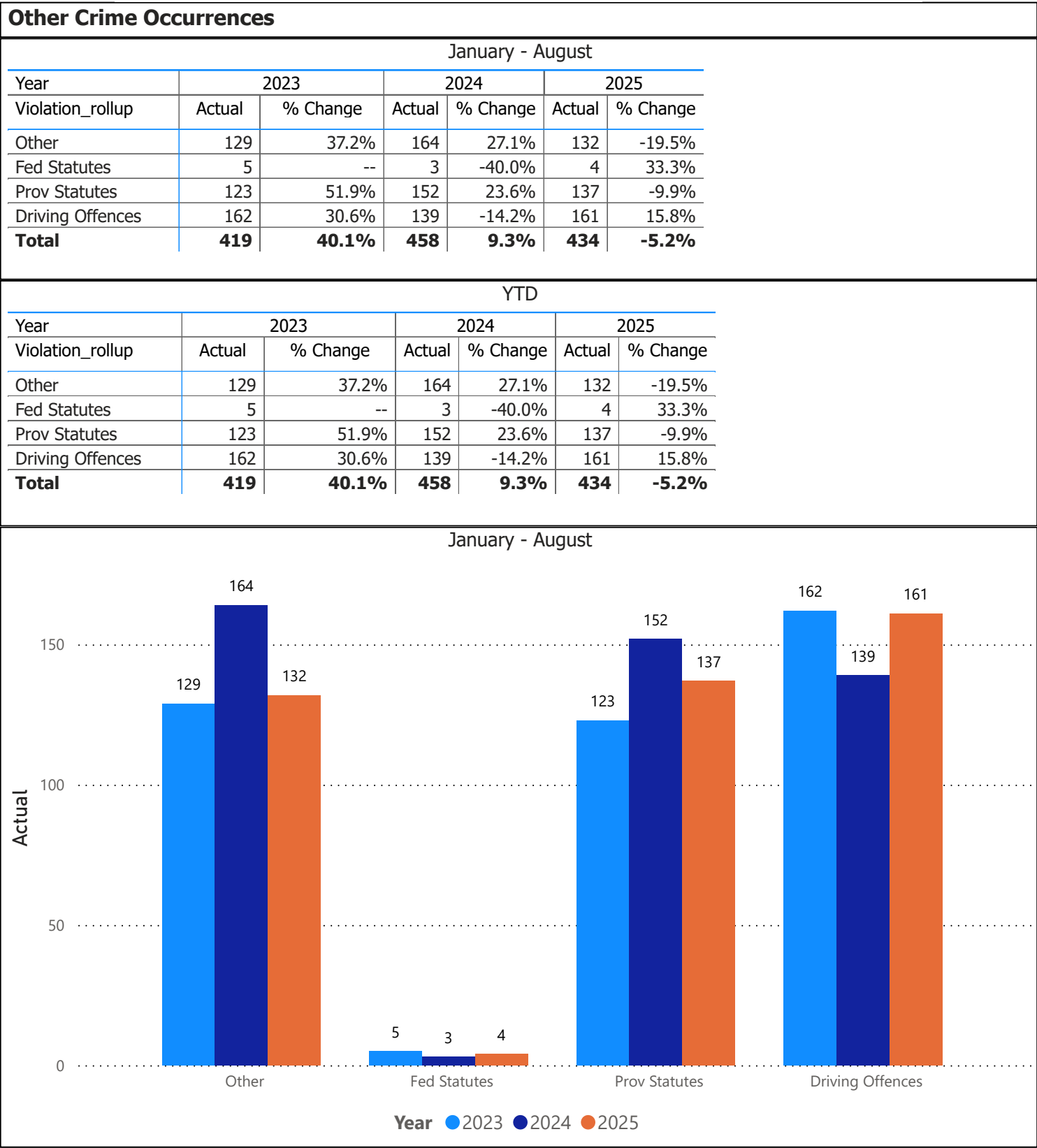


Top 3 Violation Types	Top 5 Violation Groups																									
January - August	January - August																									
<table><thead><tr><th>Year</th><th>Violent</th><th>Property</th><th>Driving Offences</th></tr></thead><tbody><tr><td>2022</td><td>191</td><td>755</td><td>191</td></tr><tr><td>2023</td><td>227</td><td>644</td><td>162</td></tr><tr><td>2024</td><td>235</td><td>500</td><td>139</td></tr><tr><td>2025</td><td>161</td><td>456</td><td>212</td></tr></tbody></table>	Year	Violent	Property	Driving Offences	2022	191	755	191	2023	227	644	162	2024	235	500	139	2025	161	456	212	ViolationGrp	2022	2023	2024	2025	Total
Year	Violent	Property	Driving Offences																							
2022	191	755	191																							
2023	227	644	162																							
2024	235	500	139																							
2025	161	456	212																							
	Theft Under \$5000	223	158	130	104	615																				
	Fraud	117	150	134	139	540																				
	Provincial Statutes	81	123	152	137	493																				
	Assaults/Firearm Related Offences	101	122	125	124	472																				
	Mischief	144	137	93	89	463																				

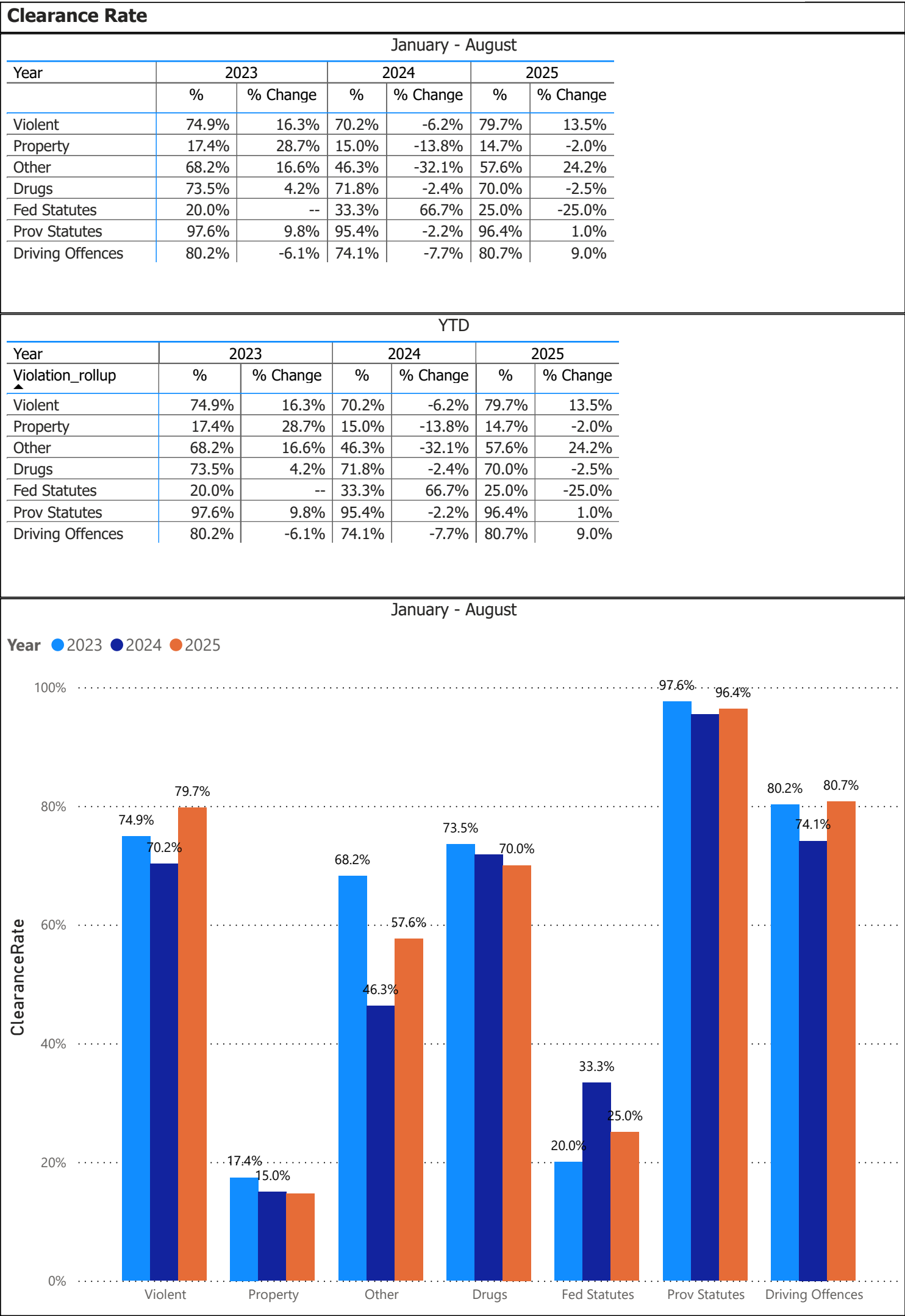
Detachment: 6Q - MIDDLESEX (Strathroy)

Location code(s): 6Q00 - MIDDLESEX (Strathroy), 6Q10 - MIDDLESEX (Glencoe), 6Q20 - MIDDLESEX (London), 6Q30 - MIDDLESEX (Lucan), 6Q70 - MUNSEE-DELAWARE NATION FN, 6Q71 - ONEIDA NATION OF THE THAMES FN, 6Q72 - CHIPPEWAS OF THE THAMES FN

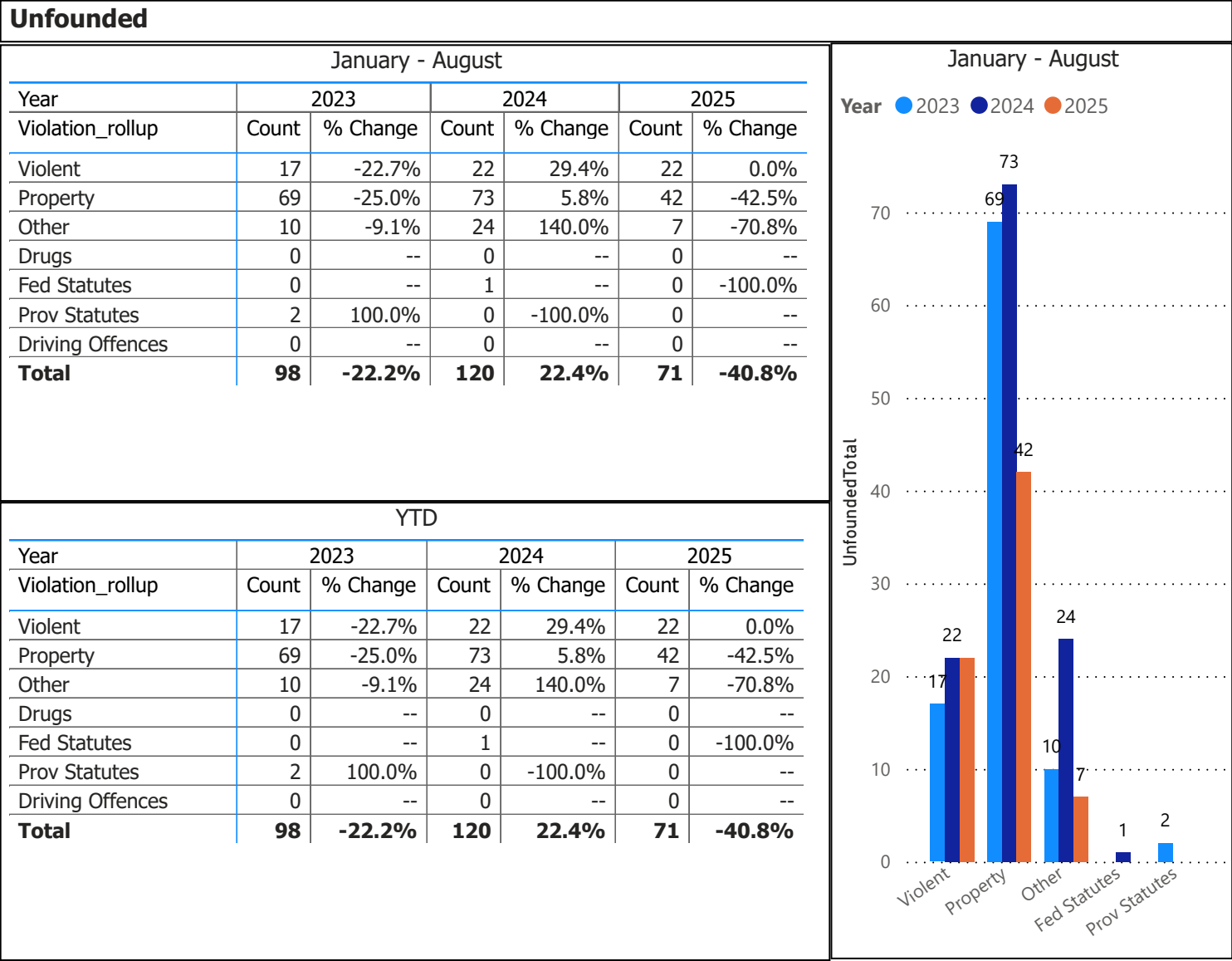
OPP Detachment Board Report
Records Management System
January - August 2025



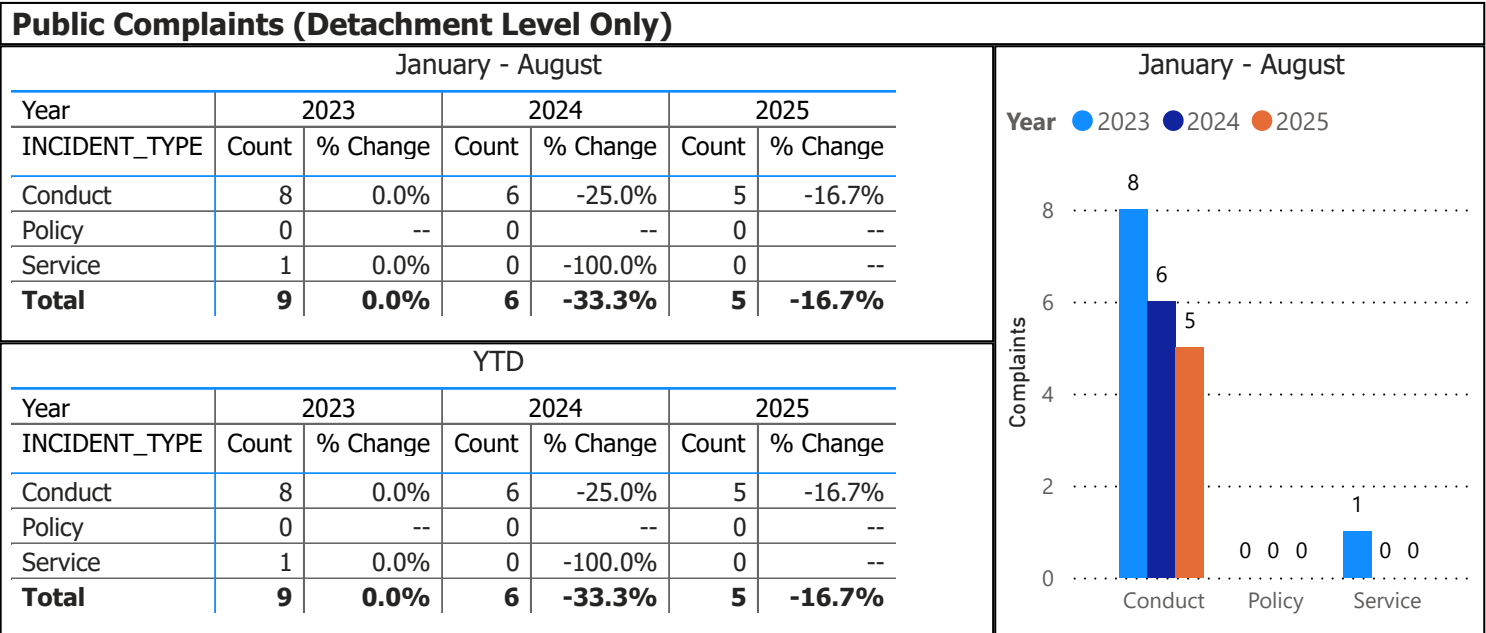
OPP Detachment Board Report
Records Management System
January - August 2025



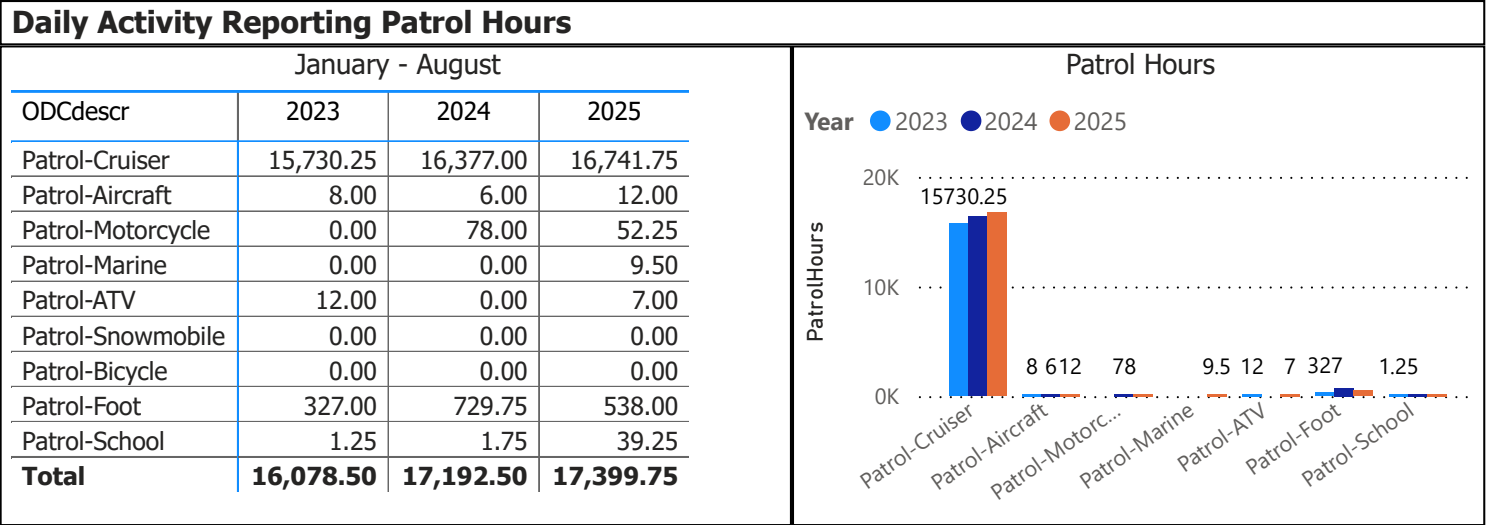
OPP Detachment Board Report
Records Management System
January - August 2025



OPP Detachment Board Report
Records Management System
January - August 2025



Daily Activity Reporting



Detachment: 6Q - MIDDLESEX (Strathroy)

Location code(s): 6Q00 - MIDDLESEX (Strathroy), 6Q10 - MIDDLESEX (Glencoe), 6Q20 - MIDDLESEX (London), 6Q30 - MIDDLESEX (Lucan), 6Q70 - MUNSEE-DELAWARE NATION FN, 6Q71 - ONEIDA NATION OF THE THAMES FN, 6Q72 - CHIPPEWAS OF THE THAMES FN

OPP Detachment Board Report
Records Management System
January - August 2025

Youth Charges by Disposition Type			
January - August			
Disposition_Type	2023	2024	2025
Bail	0	0	0
Conference	0	0	0
Conviction	9	11	0
Diversion	6	1	2
NonConviction	30	43	3
NotAccepted	0	2	0
Total	52	57	7

YTD			
Disposition_Type	2023	2024	2025
Bail	0	0	0
Conference	0	0	0
Conviction	9	11	0
Diversion	6	1	2
NonConviction	30	43	3
NotAccepted	0	2	0
Total	52	57	7

January - August					
● Conviction	● Diversion	● NonConviction	● NotAccepted	● POATicket	
Sum of ChargeCount					
9	6	30		7	2023
11	1	43	2		2024
	2	3		2	2025

Youth Charges by Disposition and Occurrence Type								
January - August								
Year	2025							To
OccType	Bail	Conference	Conviction	Diversion	NonConviction	NotAccepted	POATicket	
Assault	0		0	1	2	0	0	
eTicket - Person			0	0	0	0	2	
Mischief		0	0	1	1	0	0	
Total	0	0	0	2	3	0	2	

YTD								
Year	2025							To
OccType	Bail	Conference	Conviction	Diversion	NonConviction	NotAccepted	POATicket	
Assault	0		0	1	2	0	0	
eTicket - Person			0	0	0	0	2	
Mischief		0	0	1	1	0	0	
Total	0	0	0	2	3	0	2	

The tables and chart on this page present summarized youth charges by disposition and occurrence type that have been recorded in the OPP Niche RMS application. Of note... the Niche data sourced for this report page only lists youth charges that have had a disposition type entered against them. Therefore, please be aware that the counts of youth charges entries on this report page are under stating the potential sum of youth charges that are in OPP Niche RMS.

Detachment: 6Q - MIDDLESEX (Strathroy)
Location code(s): 6Q00 - MIDDLESEX (Strathroy), 6Q10 - MIDDLESEX (Glencoe), 6Q20 - MIDDLESEX (London), 6Q30 - MIDDLESEX (Lucan), 6Q70 - MUNSEE-DELAWARE NATION FN, 6Q71 - ONEIDA NATION OF THE THAMES FN, 6Q72 - CHIPPEWAS OF THE THAMES FN

OPP Detachment Board Report
Records Management System
January - August 2025

January - August

Year	Occurrences	Unfounded
2023	297	2
2024	370	4
2025	263	0

January - August

Year	Occurrences	Unfounded
2023	297	2
2024	370	4
2025	263	0

YTD

Year	Occurrences	Unfounded
2023	297	2
2024	370	4
2025	263	0

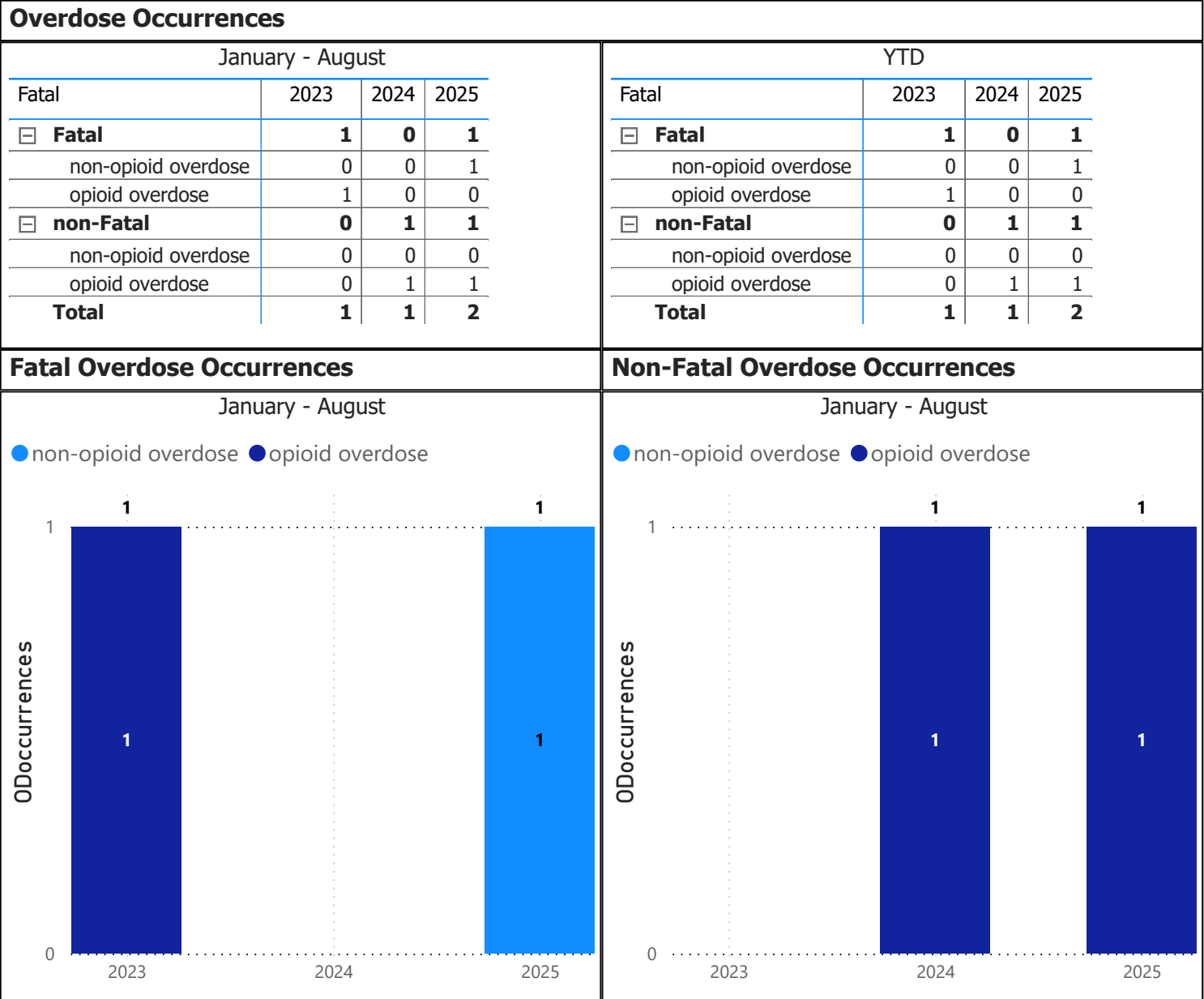
YTD

Year	Occurrences	Unfounded
2023	297	2
2024	370	4
2025	263	0

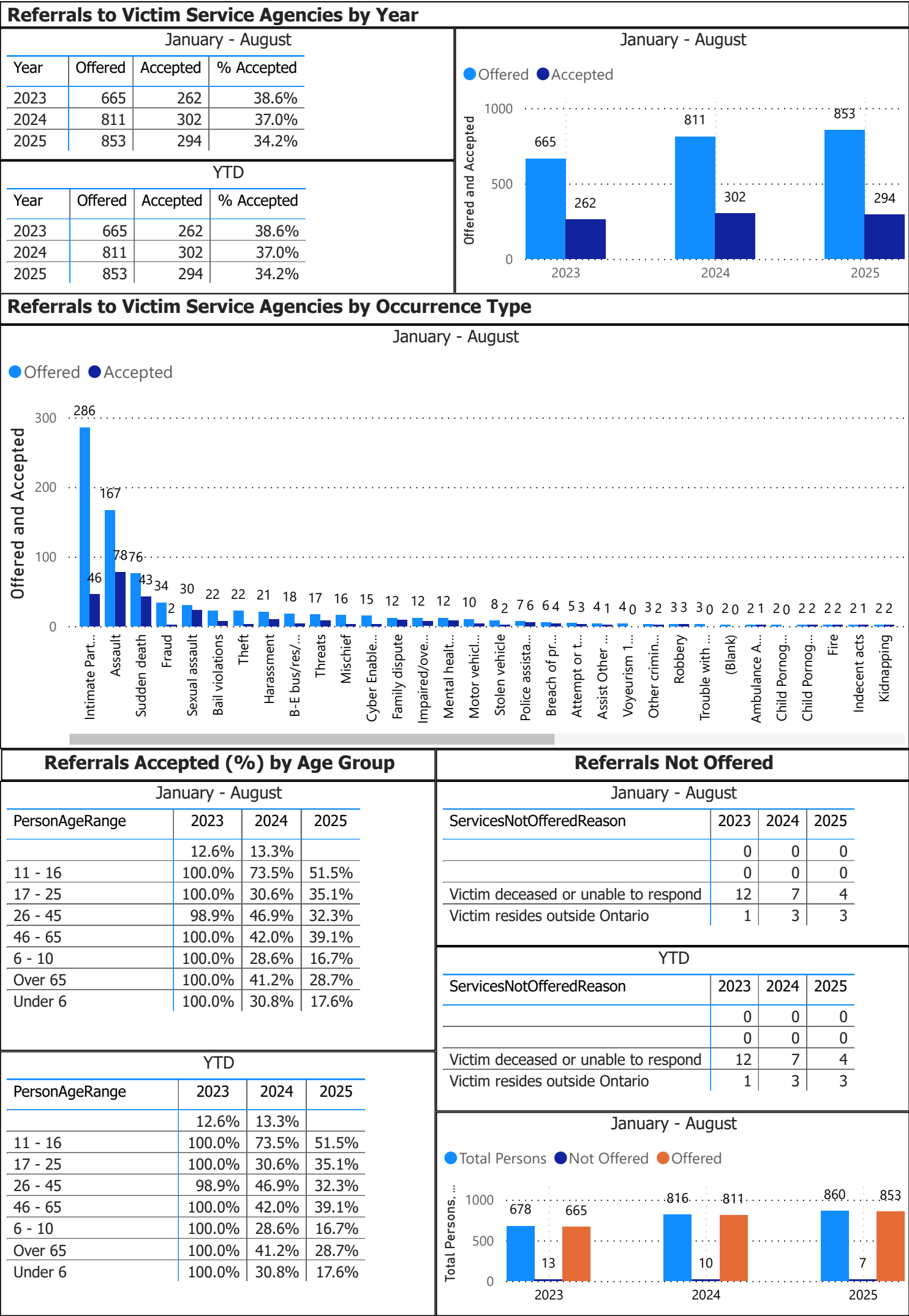
January - August

Year	2025	
OccurrenceType	Occurrences	Unfounded
	1	0
Ambulance Assistance	4	0
Assault	5	0
Attempt or threat of suicide	39	0
eTicket - Vehicle	1	0
Family dispute	2	0
Intimate Partner Violence	7	0
Mental health act	192	0
Missing person	2	0
Missing person located	1	0
Other federal statutes	1	0
Person Well-Being Check	1	0
Police assistance	1	0
Police information	1	0
Prevent breach of peace	1	0
Sexual assault	1	0
Sudden death	1	0
Suspicious person	1	0
Weapons	1	0
Total	263	0

OPP Detachment Board Report
Records Management System
January - August 2025



OPP Detachment Board Report
Records Management System
January - August 2025



OPP Detachment Board Report
Report Information Page

Report Data Source Information:

Data Sources Utilized

- Niche RMS – CTSB Data Feed
- Collision Reporting System (eCRS)
- POIB File Manager
- Daily Activity Reporting System

Niche RMS

RMS data presented in this report is dynamic in nature and any numbers may change over time as the OPP continue to investigate and solve crime.

The following report tabs acquire their data from the OPP Niche RMS – CTSB Data Feed

- Complaints (Public Complaints Section Only)
- Charges
- Warnings
- Violent Crime
- Property Crime
- Drug Crime
- Clearance Rate
- Unfounded
- Other Crime
- Youth Charges
- MHA – Mental Health Act
- Overdose
- Victim Services

Collision Reporting System (eCRS)

Traffic related data for Collisions and Fatalities are collected from the OPP eCRS application.

The following report tabs acquire their data from the OPP eCRS (Collision Reporting System)

- Collisions
- Fatalities

DAR (Daily Activity Reporting)

Patrol hours are collected from the OPP DAR application.

The following report tabs acquire their data from the OPP DAR (Daily Activity Reporting)

- Complaints (Patrol Hours Section Only)



MIDDLESEX OPP DETACHMENT BOARD CONSEIL DU DÉTACHEMENT DE MIDDLESEX DE LA POLICE PROVINCIALE

MIDDLESEX OPP DETACHMENT
DÉTACHEMENT DE MIDDLESEX DE LA POLICE PROVINCIALE

Middlesex OPP Detachment Board Diversity, Equity, and Inclusion Policy

Purpose

This policy outlines the commitment of the Middlesex OPP Detachment Board to foster diversity, equity, and inclusion (DEI) within its governance and oversight functions. It aims to ensure that policing services are reflective of and responsive to the diverse communities served.

Guiding Principles

- 1) **Diversity:** Recognizing and valuing the unique characteristics, experiences, and perspectives of all individuals, including but not limited to race, ethnicity, gender, age, sexual orientation, disability, and socio-economic status.
- 2) **Equity:** Ensuring fair treatment, access, and opportunity for all, striving to identify and eliminate barriers that have prevented the full participation of some groups.
- 3) **Inclusion:** Creating environments in which any individual or group can feel welcomed, respected, supported, and valued to fully participate.

Objectives

- 1) **Representation:** Strive for board composition that reflects the diversity of the communities served.
- 2) **Policy Development:** Integrate DEI considerations into all policies, procedures, practices, and reviews.

- 3) **Community Engagement:** Engage with diverse community groups to inform decision-making and build trust.
- 4) **Training and Education:** Ensure all board members receive ongoing training on DEI, cultural competency, and anti-racism.

Responsibilities

- 1) Board Members
 - a. Participate in mandatory DEI training as stipulated by the *Community Safety and Policing Act, 2019* as amended.
 - b. Advocate for and implement DEI principles in all board activities, including its governance and oversight functions.
 - c. Review and assess policies and practices through a DEI lens.
- 2) Chairperson
 - a. Lead the integration of DEI principles into the board's strategic planning.
 - b. Ensure DEI considerations are included in agenda-setting, decision-making processes, and the handling of complaints.
- 3) Community Representatives
 - a. Facilitate communication between the board and diverse community groups.
 - b. Gather feedback to inform board policies and practices.

Implementation Strategies

- 1) **Recruitment:** Implement outreach strategies to attract diverse candidates for board appointments.
- 2) **Collaboration:** Partner with local organizations and stakeholders to promote DEI in community policing efforts.

Accountability

- 1) **Review:** Conduct regular reviews of the Diversity, Equity, and Inclusion Policy to assess opportunities and challenges, and to identify areas for improvement.

- 2) **Compliance:** Ensure adherence to the *Community Safety and Policing Act, 2019*, as amended, and related regulations concerning DEI.

Policy Enactment and Review

- 1) This policy shall come into force and effect once approved by Resolution.
- 2) This policy will be reviewed, at minimum, once per term within the first year of the term, and be amended as necessary.

DRAFT



MIDDLESEX OPP DETACHMENT BOARD CONSEIL DU DÉTACHEMENT DE MIDDLESEX DE LA POLICE PROVINCIALE

MIDDLESEX OPP DETACHMENT
DÉTACHEMENT DE MIDDLESEX DE LA POLICE PROVINCIALE

Middlesex OPP Detachment Board Remuneration and Expense Policy

Purpose

This policy outlines the procedures by which board members of the Middlesex County OPP Detachment Board will be governed for reimbursements and expenses including but not limited to board meetings, conferences, conventions, and seminars.

This policy reinforces the board's commitment to financial accountability and the effective use of public funds.

Remuneration

Remuneration for Middlesex County OPP Detachment Board meetings for Community Representatives and Provincial Appointees is \$200 per meeting.

Remuneration for member attendance at any other conferences, conventions, seminars, and association meetings must receive prior approval from the board.

Training

Board members will not be compensated for time required to complete mandatory training.

Eligible Travel Expenses

The OPP Detachment Board shall reimburse members for all reasonable and appropriate expenses incurred for travel, meals, and accommodations incurred in the course of carrying out their duties and responsibilities as per conditions contained in this

policy. For this policy, duties include attending board meetings, conferences, conventions, and seminars approved by board resolution.

Travel

1) Personal Vehicles

- Board members will be reimbursed per kilometer for travel made in a personal vehicle as authorized and approved by the board for board meetings and conferences. Board members must report details on travel distances and locations. Rates for kilometrage reimbursement will be based on the Automobile Allowance Rates set forth by Canada Revenue Agency at the beginning of each calendar year.
- If multiple board members are going to the same location, carpooling is strongly encouraged.
- The Middlesex OPP Detachment Board assumes no financial responsibility for personal vehicles.
- Board members are responsible for maintaining their driver's and vehicle licenses, and personal insurance on any vehicle driven for board business.
- There is no reimbursement for traffic or parking violations.

2) Taxis / Ride-Share

- Travel by taxi or ride-share may be justified in cases where it is more economical than the total cost of personal or separate travel.

3) Public Transit

- Public transit is encouraged to be used wherever possible.

Meals and Gratuities

- 1) Board members may be reimbursed for reasonable gratuities for restaurant, hotel room services, and taxis. A record of gratuities must be submitted with expense claims. Examples of reasonable gratuities include:
 - 10% on taxi fare
 - 15% on restaurant meals
- 2) Meal expenses may occur when board members are at a conference where meals are not already provided in the registration fee.

- 3) Meal rates for board members are as follows:
 - Breakfast: \$20
 - Lunch: \$30
 - Dinner: \$50
 - Daily Total: \$100
 - If away for 2 or more meals, a combination of individual meal maximums can be allocated as the board member sees fit. Example: If away for 3 meals the daily maximum is \$100 and if away for two meals (breakfast and lunch) the maximum is \$50.
- 4) Original receipts are required, and reimbursement will not exceed the actual amount spent. Taxes and gratuities are included in the maximum permitted meal rates.
- 5) Reimbursement is for restaurant/prepared food only.
- 6) Alcohol cannot be claimed and will not be reimbursed as part of an expense.
- 7) No reimbursement will be made for conferences or training sessions where the meals are provided, and daily totals shall be reduced based on meals provided.

Accommodations

- 1) Overnight accommodation must receive prior approval by the board.
- 2) Reimbursement will be made for single accommodation in a standard room. Penalties incurred for non-cancellation of guaranteed hotel reservations are the board member's responsibility.

Conferences, Seminars, and Association Meetings

- 1) Members must seek approval of the board before registering for or attending any conferences, seminars, association meetings, etc. Conference registrations are an annual budget item across the entire board and, as such, annual registrations are limited. If prior approval was not obtained, there will be no reimbursement of expenses.
- 2) Hotels, conference registration, parking and/or bus/rail tickets are all reimbursed at cost and receipts are required.

Non-Eligible Expenses

There will be no reimbursement for the following:

- 1) Costs incurred related to meetings, training, and conferences attended by members for organizations or boards of which there is no board approval;
- 2) Meals provided at the meeting, training, or conference unless dietary restrictions apply and are not accommodated;
- 3) Alcohol or other controlled substances;
- 4) Costs incurred for spouses, partners, children, relatives, or friends if accompanying members on board business; and
- 5) Costs related to “Companion Programs” being offered to spouses/partners of members at meetings, training, and conferences.

Claim Submission and Payment Procedure

- 1) Stipends for Detachment Board meeting attendance will be paid to Community Representatives and Provincial Appointees twice per year, in July and December, and will be processed automatically without further approval required.
- 2) Mileage for Detachment Board meetings and other board-approved expenses will be paid upon submission of the appropriate expense reimbursement claim forms and supporting documents and subsequent approval by the Chair or Vice Chair.
- 3) The board, Chair, and/or Vice Chair will not approve any expense above the approved annual budget amount.
- 4) Original receipts that indicate the taxes being charged must be submitted with all claims.
- 5) Members are responsible for filling out and submitting expense reimbursement claim forms. Mileage, travel, and conference expenses must be approved and signed by either the Board Chair or Vice Chair prior to submission to the Board Secretary for processing.
- 6) All claims must be submitted within 90 days of occurrence. Expenses incurred in November and December must be submitted by December 31 of the same

calendar year for reimbursement.

- 7) All claims must be submitted prior to leaving the board.
- 8) Board stipend remuneration is taxable under the Income Tax Act and is considered income from employment. Board members will provide the Municipality responsible for processing payments with:
 - A Social Insurance Number (SIN); and
 - Complete TD1 and TD1ON forms for the purposes of withholding tax.
- 9) Individuals will receive access to a secure, online, self-service portal where they can view paystubs and T4s, and enter or upload TD1 tax forms, banking information, and mailing address.
- 10) Payment of claims will be made through the Municipality administering the financial management of the board.

Policy Enactment and Review

- 1) This policy shall come into force and effect once approved by Resolution.
- 2) This policy will be reviewed, at minimum, once per term within the first year of the term, and be amended as necessary.



MIDDLESEX OPP DETACHMENT BOARD CONSEIL DU DÉTACHEMENT DE MIDDLESEX DE LA POLICE PROVINCIALE

MIDDLESEX OPP DETACHMENT
DÉTACHEMENT DE MIDDLESEX DE LA POLICE PROVINCIALE

Middlesex OPP Detachment Board Rules and Procedures

1. Definitions

- 1.1. For the purpose of the Rules and Procedures, the following definitions shall apply:

“Act” means the *Community Safety and Policing Act, 2019*, S.O. 2019, c. 1, as amended.

“Agenda” means the order in which business is conducted at a meeting.

“Board” means the Middlesex OPP Detachment Board.

“Chair” means the member elected as Chair of the board or the presiding officer of the Meeting.

“Closed Session” means a meeting of the board from which members of the public shall be excluded, and shall be held in accordance with the provisions of subsection 44 of the *Act*.

“Detachment Commander” means an Ontario Provincial Police Detachment Commander reporting to the Middlesex OPP Detachment Board.

“Meeting” means any regular, special or other meeting of the board, where a quorum of members is present to discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of the board.

“Member” means a member of the Middlesex OPP Detachment Board.

“Quorum” means a majority of the members of the board pursuant to the *Act*.

“Rules and Procedures” means the Rules and Procedures established in accordance with subsection 46 of the *Act*;

“Secretary” means the Secretary of the Middlesex OPP Detachment Board.

“Vice-Chair” means the Member elected as the Vice-Chair of the board and to act as the Chair in their absence.

2. Application

- 2.1 The rules in this Rules and Procedures apply to all proceedings of the board and must be observed at all times. In the event of conflict between this Rules and Procedures and legislation, the provisions of the legislation prevail to the extent of the conflict.
- 2.2 The Chair, and in the absence of the Chair, the Vice-Chair shall decide all points of order or procedure for which rules have not been provided, and shall do so in accordance with the rules of parliamentary procedure as contained in Robert's Rules of Order.
- 2.3 The board may waive any rules of procedure as it considers appropriate by 2/3 vote.
- 2.4 Notwithstanding Section 2.3, the board cannot waive the following rules:
 - a) Meetings are open to the public; and
 - b) Quorum is necessary for board meetings.

3. Selection of Chair and Vice Chair

- 3.1 The members of the board shall, at the first meeting in each year, select from amongst its members, a Chair and Vice Chair.
- 3.2 The election of Chair shall be conducted by the Secretary.
- 3.3 The election of the Vice Chair shall be conducted by the Chair.

4. Agenda

- 4.1 The Board Secretary will prepare an agenda for the use of the members at the meetings of the board.
- 4.2 For a regular board meeting, below is the general order of business:
 - 1) Call to Order
 - 2) Declarations of Conflict(s) of Interest
 - 3) Approval of Minutes from Previous Meeting(s)

- 4) Presentations
- 5) Detachment Commander Report
- 6) Reports to the Board
- 7) Correspondence
- 8) New Business
- 9) Closed Session (if required)
- 10) Adjournment

- 4.3 Any member may submit an item to be put on an agenda provided that it is received by the Board Secretary prior to the agenda deadline and subject to Board Secretary and Chair approval.
- 4.4 The agenda for each regular meeting will be available to each member at least seven (7) days before the scheduled meeting. The agenda shall be posted publicly on the Detachment Board's website(s).
- 4.5 The Board will deal with matters in the order established by the order of business as shown on the agenda. The Chair may, at their discretion, alter the established order to facilitate the business of the meeting.
- 4.6 Any member may add new business to the agenda after the agenda deadline if it relates to an urgent matter and the board consents to the addition.
- 4.7 The Chair will use their reasonable efforts to satisfy the notice provisions set out in this section. Failure to satisfy any of the notice provisions contained in this section does not invalidate the meeting or any proceeding at the meeting.
- 4.8 Every letter, petition, and other correspondence addressed to the board shall be received by the Secretary of the board who shall:
 - a) where, in the opinion of the Secretary, the subject matter of any communication is properly within the jurisdiction of the board, place it on the agenda for the next regular meeting of the board to be dealt with during such meeting;
 - b) where, in the opinion of the Secretary, and confirmed by the Chair, the subject matter of any communication is properly within the jurisdiction of the Police Service, shall refer it to the Detachment Commander for necessary action and a report presented at the next board meeting if required.
- 4.9 Personal information and opinions in communications are part of the public record unless the author of the communications specifically requests the

removal of their personal information when submitting it. Requests for removal of information are at the discretion of the Board Secretary, and personal information in this context does not include the name/author of the communication, as communications will not be anonymous.

5. Minutes

- 5.1 The Board Secretary will record, without note or comment, all resolutions, decisions, and other proceedings of the board.
- 5.2 Unless otherwise decided by the board, the minutes of each Board meeting will be submitted for confirmation or amendment to the Board at its next regular meeting or as soon thereafter as is reasonably practicable.
- 5.3 The approved public minutes of the board will be posted on the board's website.

6. Regular Board Meetings

- 6.1 The regular meetings of the board will be held at least four times each year pursuant to Section 43(1) of the Act, or more frequently at the direction of the board or call of the Chair.
- 6.2 The board will hold its regular meetings according to the schedule and locations set annually and approved by the Board, or at such other place or time as may be determined by the board. Regular meetings are open to the public unless otherwise closed pursuant to Section 44 of the Act.
- 6.3 The Chair will preside at all board meetings. In the event the Chair does not attend a meeting within thirty (30) minutes after the time appointed for the meeting, the Vice-Chair will call the members to order and will preside until the arrival of the Chair. If the Chair and Vice-Chair are not in attendance, then those members in attendance will, by resolution, appoint one of themselves to act as Acting Chair for that meeting or until the arrival of the Chair or Vice-Chair.
- 6.4 The board may alter the meeting schedule as it considers necessary.

7. Special Board Meetings

- 7.1 The Chair may, at any time, call a special meeting of the board on twenty-four hours' notice and will do so whenever requested in writing by a majority of the members of the board.

- 7.2 The Board Secretary may give notice of special meetings to the members of the board by electronic means.
- 7.3 The notice calling a special meeting of the board will state the business to be considered at the special meeting and no business may be considered at a special meeting of the board other than that specified in the notice, unless approved by the board.
- 7.4 Notwithstanding any other provision contained in this section, the Chair may cancel a special meeting if they called the meeting. The Chair may only cancel a special meeting that was requested by the members if a majority of the members consent to the cancellation.

8. Closed Session Meetings

- 8.1 The board may move into a closed session specifically called for that purpose, if the subject matter being considered is in accordance with Section 44 of the Act.
- 8.2 No people other than members and those permitted by the board will attend closed session meetings, and all others will vacate the meetings when asked by the Chair.
- 8.3 All information pertaining to a confidential meeting will be treated as confidential by all persons in attendance unless the board agrees to disclose it publicly.
- 8.4 During a closed session meeting, the board may move any item from the closed session agenda to a public agenda.
- 8.5 Before holding a meeting or part of a meeting that is to be closed to the public, the board shall approve a motion stating the following:
 - a) The fact that the meeting will be closed to the public;
 - b) The reasons the board has determined it is necessary to exercise its' discretion to close the meeting to the public; and,
 - c) The general nature of the matter to be considered at the closed meeting.
- 8.6 The agenda for a closed session meeting shall be distributed to members of the board (confidentially) as early as possible prior to the meeting.
- 8.7 No vote shall be taken at a meeting which is closed to the public unless the vote is for procedural matters or giving directions or instructions to officers, employees, or agents of the board.

- 8.8 The Board Secretary shall record in the minutes of the meeting the reason for the board going into a closed session.
- 8.9 The Board Secretary shall record all vote(s)/direction(s) provided during a closed session which relate only to the direction provided by the board.
- 8.10 The minutes are the official record of the Closed Session Meeting.
- 8.11 Upon coming out of a closed session, the Chair shall verbally, or by motion, report the progress made during the closed session. If there is nothing to report, the Chair shall state that.
- 8.12 The rules governing the procedure of the board and the conduct of its members shall be observed in a closed session so far as they are applicable.

9. Quorum

- 9.1 Greater than 50% of the OPP Detachment Board members eligible to vote and not excluded by legislation shall constitute quorum.
- 9.2 As soon as possible after the hour fixed for a meeting of the board, and where a quorum is present, the Chair will take the chair and call the meeting to order.
- 9.3 If quorum for a board meeting is not present within thirty (30) minutes of the time fixed for the commencement of the meeting, or the resumption of a meeting after an adjournment or recess, the Board Secretary will record the names of the members present and the meeting will stand adjourned until the time identified in a motion to “fix the time to which to adjourn”, or the next regular meeting of the board.
- 9.4 If quorum is lost during a meeting of the board, the Chair will, upon determining that quorum is not present, request the Board Secretary to call for a quorum period of fifteen (15) minutes, or until a quorum is present, whichever is sooner.
- 9.5 If there is still no quorum of the Board after fifteen (15) minutes, the meeting will stand adjourned and the Board Secretary will record the names of the members present. In this case, all unfinished business will be carried forward to the next meeting of the board.

10. Electronic Meetings

- 10.1 The Board may, at the direction of the Chair, hold a regular or special meeting

where some or all members participate electronically and are not physically present at the same location.

10.2 Electronic participation shall mean participation by teleconference or video conference.

10.3 Where a meeting is held in accordance with section 10.1:

- a) notice of the meeting and instructions on how members of the public can view and/or participate in the meeting will be included in the agenda and/or notice for the meeting;
- b) any member participating in the meeting electronically will be deemed present for the purposes of quorum and voting under the Rules and Procedures, and for all other purposes;
- c) the Rules and Procedures will apply to the meeting with any other necessary modifications as may be required.

10.4 In the event of technical failure during the meeting, the board may take a recess of not more than ten (10) minutes to allow staff to reinstate the electronic participation. If a member of the board can no longer participate by electronic means, it will not affect the validity of the meeting or decisions made prior to the technical failure.

11. Code of Conduct and Conflict of Interest

11.1 Board members will be governed by the *Community Safety and Policing Act, 2019*, as amended and O. Reg. 409/23 as it relates to the code of conduct and conflict of interest of members.

11.2 Members shall declare any conflicts of interest and recuse themselves from discussions or decisions where such conflicts exist.

12. Rules of Procedure

12.1 Members shall be recognized by the Chair before speaking.

12.2 All decisions of the board shall be made by motion, which must be moved and seconded by members.

12.3 A motion that has not been seconded will not be recorded in the minutes.

12.4 Each member shall have one vote. In the event of a tie, the motion is defeated.

12.5 Robert's Rules of Order Newly Revised shall be used as a guideline to address

procedural issues not explicitly covered by the Rules and Procedures.

- 12.6 Where there is a conflict between the Rules and Procedures and Robert's Rules of Order, the provisions of the Rules and Procedures shall prevail.

13. Enactment and Review

- 13.1 The Middlesex OPP Detachment Board Rules and Procedures shall come into force and effect once approved by resolution.
- 13.2 This Middlesex OPP Detachment Board Rules and Procedures will be reviewed, at minimum, once per term within the first year of the term, and be amended as necessary.



Middlesex OPP Detachment Board Terms of Reference

Purpose

The Middlesex ~~County~~ OPP Detachment Board is established to fulfill the requirements of Section 67 of the *Community Safety and Policing Act, 2019* (the “CSPA” or “Act”) and any regulations thereunder. **The purpose of the OPP Detachment Board is to:**

1. Comply with the prescribed standards, if any, with respect to the exercise of its powers and the performance of its duties under the Act;
2. Make decisions on matters within their jurisdiction and provide advice and information to Municipal Councils on specialized matters as outlined in the Act;
3. Facilitate public input on programs and ideas when appropriate and approved by the OPP Detachment Board to ensure the work of the board is representative of the communities it serves;
4. Make decisions in enhancing the quality of life and ensuring the safety and security of all persons and property in the community, in keeping with the Minister’s Strategic Plan and the OPP Detachment Board strategic plan or the annual objectives and principles as established by the OPP Detachment Board; and
5. Conduct itself in keeping with the prescribed Code of Conduct under the CSPA (Section 35(6)) and in keeping with the OPP Detachment Board’s Procedural By-law.

Roles and Responsibilities

Per Section 68(1) of the *Community Safety and Policing Act*, the OPP Detachment Board’s roles shall include:

1. Consulting with the Commissioner regarding the selection of a detachment

commander and otherwise participating in accordance with the regulations in the selection of the detachment commander;

2. Determining objectives and priorities for the detachment, not inconsistent with the strategic plan prepared by the Minister, after consultation with the detachment commander or his or her designate;
3. Advising the detachment commander with respect to policing provided by the detachment;
4. Monitoring the performance of the detachment commander;
5. Reviewing the reports of the detachment commander regarding policing provided by the detachment; and
6. On or before June 30 in each year, providing an annual report to the municipalities regarding the policing provided by the detachment in their municipalities.

Authority

1. Authority delegation is restricted to the scope described in Section 42 of the CSPA.
2. The OPP Detachment Board members shall:
 - a. Ensure that all outgoing communications are in accordance with the OPP Detachment Board's policies;
 - b. Not communicate externally on behalf of the OPP Detachment Board except as authorized by the OPP Detachment Board;
 - c. Not post independently to social media but rather social media postings shall be forwarded to the OPP Detachment Board Secretary ~~Treasurer~~ for distribution which may be shared by the OPP Detachment Board members;
 - d. Not authorize any expenditures outside the OPP Detachment Board's approved budget unless authorized by each of the Municipal Councils of the OPP policed communities comprised by the board;
 - e. Have the authority to undertake special projects, or research matters that arise and that are within the scope of these Terms of Reference. The responsibility for these assignments remains with the OPP Detachment Board or designate.

Reporting Structure

The OPP Detachment Board reports to the respective Municipal Councils comprising the OPP Detachment Board as required in accordance with the CSPA, as amended.

Composition

1. Appointments to the OPP Detachment Board shall be made in accordance with the provisions of Section 33 of the Act.
2. Unless otherwise determined by Provincial Legislation, the board shall consist of seven (7) members, composed of:
 - a. One (1) Member who is a member of Municipal Council representing the Municipalities of Adelaide Metcalfe, Southwest Middlesex, and the Village of Newbury.
 - b. One (1) Member who is a member of Municipal Council representing the Municipalities of Lucan Biddulph and North Middlesex.
 - c. One (1) Member who is a member of Municipal Council representing the Municipality of Middlesex Centre.
 - d. One (1) Member who is a member of Municipal Council representing the Municipality of Thames Centre.
 - e. One (1) Provincial Appointee.
 - f. Two (2) Community representatives who are not members of an area municipal council, nor employees of any of the municipalities.
3. To qualify as a Community Representative on the OPP Detachment Board, applicants must be eligible to vote in the respective municipality they are appointed from.
4. Community Representatives shall not be employees of their respective municipality.
5. Provincial Appointments to the OPP Detachment Board shall be made by the Provincial Government.
6. Preference will be given to persons demonstrating knowledge or experience specific to the subject Committee / Board. OPP Detachment Board.

Term of Membership

1. The term of office for Council and Community Appointees on the OPP Detachment Board shall be concurrent with the term of Council.
2. The Term of Office for Provincial Appointees on the OPP Detachment Board shall be as determined by the Provincial Government.

Resignation of Representatives

1. A Council ~~or Community~~ Representative wishing to resign shall provide their resignation in writing to the Chair (or Vice-Chair if the Chair is resigning) with a copy to the Secretary ~~-Treasurer~~ and shall notify the Clerk of their respective municipality so that a replacement may be appointed.
2. A Community Representative wishing to resign shall provide their resignation in writing to the Chair with a copy to the Secretary. The board shall then pass a resolution directing recruitment begin to fill the vacancy.
3. Any Provincial Representative wishing to resign shall provide their resignation in writing to the Chair with a copy to the Secretary ~~-Treasurer~~ and shall notify the Provincial Appointments Secretariat so that a replacement may be appointed.
4. Vacancies of Council and Community Representatives shall be filled at the discretion of the respective Municipal Council and within three (3) months of the vacancy occurring.
5. Should a Community Representative resign within twelve (12) months of an appointment, the board may reconsider applications submitted during the previous recruitment period and may recommend appointments from the retained pool of applicants.
6. Vacancies of Provincial Representatives shall be filled at the discretion of the Province.

Absence

1. Should any Council Representative be unable to attend Detachment Board meetings for any period of time due to medical, emergency or other reasons, the respective municipal Council may appoint an alternate Council representative for the duration of the absence. The alternate Council representative appointed shall comply with the prescribed standards with respect to the exercise of its powers and the performance of duties under the Act. The alternate Council

representative's appointment shall terminate once the originally appointed Council Representative is ready to resume their responsibilities.

2. Any Community Representative who is absent from three (3) consecutive regular meetings without leave of absence or without satisfactory reason shall forthwith cease to be a member and the board shall advise the Secretary to commence recruitment so that the vacancy may be filled.

Structure

1. Chair and Vice-Chair
 - a. The Chair and Vice-Chair shall be appointed annually at the first meeting of each year by a vote of the majority of the OPP Detachment Board members.
 - b. In the absence of the Chair at a meeting, the Vice-Chair shall Chair the meeting. In the absence of both the Chair and Vice-Chair at a meeting, an Acting Chair shall be selected at the beginning of the meeting for the duration of that meeting.
2. Support Resources
 - a. The OPP Detachment Board shall determine the support resources it requires to assist them with fulfilling their roles.
 - b. The Clerk's Office from each participating municipality will provide administrative and procedural support; however, should the board be in a position to manage their administration independently they are able to do so, with the associated costs to be included as part of the annual budget.
 - c. A Board Secretary shall be appointed by the OPP Detachment Board members at the first meeting of each term and shall act as the Recording Secretary for the board's meetings.

Procedures and Review

1. All applicable Federal, Provincial and Municipal legislation and regulations shall be adhered to. This includes, but is not limited to:
 - a. The CSPA and its regulations;
 - b. Code of Conduct regulations;
 - c. The OPP Detachment Board's:

~~a. Accountability and Transparency Policy;~~

- b. Rules and Procedures;
 - c. ~~Procurement By-law~~;
 - d. Terms of Reference;
 - e. Diversity, Equity, and Inclusion Policy; and
 - f. Remuneration and Expense Policy.
2. The OPP Detachment Board shall review its documents identified in Section 1 above once every term, within the **first** year of the term, and amend them as necessary.

Meetings

1. The board shall adopt a meeting schedule for the year at the first meeting of each year. In accordance with Section 43(1) of the CSPA, the OPP Detachment Board shall hold at least four meetings each year.
2. **In accordance with Sections 43(5) and 43(6) of the CSPA, the agenda shall be distributed and posted at least seven (7) days before the board meeting on the Detachment Board's website(s).**
3. The approved minutes, signed by the Chair and **Board Secretary**~~-Treasurer~~, shall be provided to the Clerk(s) of the participating municipalities for official record keeping. ~~With respect to the last meeting prior to an election, the minutes shall be approved per the OPP Detachment Board's Procedural By-law.~~
4. **The minutes shall be posted to the Detachment Board's website(s) once approved by the Board.**

Quorum

Greater than 50% of the OPP Detachment Board members eligible to vote and not excluded by legislation shall constitute quorum.

Financial

1. The OPP Detachment Board **will establish an estimated** annual budget that shall be approved by each of the Municipal Councils of the OPP policed communities comprised by the board in accordance with Section 71(2) of the CSPA.
2. ~~The Treasurer shall present~~ **The municipality appointed to administer the financial management of the board shall present a year-end financial report**

which, once approved by the board, shall be forwarded to each of the Municipal Councils of the OPP policed communities comprised by the board.

3. In February of each year, the municipality appointed to administer the financial management of the board will invoice the participating municipalities for the board costs for the preceding year, based on the total number of households found in the annual OPP Bill for Services.
4. All procurement processes shall comply with the Procurement Policy of the municipality appointed to administer the financial management of the board, as amended from time to time.

Enactment and Review

1. The Middlesex OPP Detachment Board Terms of Reference shall come into force and effect once approved by resolution.
2. This Middlesex OPP Detachment Board Terms of Reference will be reviewed, at minimum, once per term within the first year of the term, and be amended as necessary.

SUMMARY OF OAPSB SPRING CONFERENCE 2025 – JUNE 3, 4, 5 2025

My notes in point form:

June 3, 2025 - Lisa Darling

Lara Hartman, Strategic Business Planner, Corporate Communication & Strategy
Management Bureau
Jennifer Catterall

Pre Conference OAPSB Detachment Board Training

- Requirements
- New Oath
- Mandatory Training
- Terms of Reference
- Schedule and location of meetings
- Annual Reporting Assignment (written report on presentation – Orangeville has a Template
- Website Coverage
- Zone meeting attendance (input into where individual boards want to see @ meetings
- Cost associated with action plan
- Local policing engagement
- Put together any required sub committee
- Remuneration of provincial rep is mandatory
- Clear policy on remuneration, regular, zone, conference or other meetings
- Best practice policy
- 68(1)(a) selection of detachment commander develop policy to who on board will Participate in interview
- 68(1)(b) determine objective and process – estimate start date – March 2026
- process for action plan on OAPSB website
- 68(1)(c) advise detachment commander
- 68(1)(d) monitoring the performance of the detachment commander
- Detachment commander review could be a special meeting
- Form this week submitted by end of June for previous year
- Action Plan review crime, travel and community well being
- Traffic on website
- Community safety and well being (board involvement on process)
- How your records management being done?

Afternoon

- OAPSB annual general meeting
- I was elected to the Board of Directors for OPP Board Representative for Zones 4, 5, 6
This is a three year appointment
- Welcoming Message
- History of partnership with law enforcement
Shekhar Gothi – Vice President of Partnership, Commissionaires Great Lakes
Division (could help out with local by law enforcement)

-Strength – Collaboration - How police and victim services work together to Provide survivor safety

-Lisa Darling provided OAPSB executive directors's update

After Conference – held a Board of Directors Meeting for the OAPSB

-elected a new Chairman, 1st Vice Chair, 2nd Vice Chair/Secretary, Treasurer

June 4, 2025

- Opening ceremonies- London Police Services Color Guard & Pipe Band
-
- Remarks – Lisa Carling Executive Director OAPSB
-
- Governance in Motion: How strategic board decisions create leadership Alignment and shape operational and cultural reform
- Chair London Police Service Board
- Chief Thai Truong, London Police Services comments on London's Restructure and improvement (delays in responding)
-
- Insurance essentials for police board and their members
-
- OPP detachment Board's insurance through OAPSB
-
- Meeting the needs and demands of a changing Community by improving service delivery through the development of a Culturally response approach Peel region police
- discussed all changes
- what they needed a cultural response approach and south Asian Community Engagement
-
- How the inspectorate of polling supports effective board governance
- Ryan Teschner, Inspector General of Policing of Ontario
- Morgan Terry, Senior Program Manager
- Rekha Chetlur, Executive Director Data Officer
- Police Governance – Board to have critical policy
- Read the report – incite to the boards

MORGAN

- IOPE strat plan – improve Ontario policing performance
- Serve public interest
- Propel greater insight and foresights to address risks
- Advisory bulletins (7 to date)

REKHA

- Should public order policy to account for evolving needs
- Policing insight
- Board skill gaps
- Governance rolls and responsibilities
- Community Safety and Public act transfer
- Succession planning

- Policing costs
- Preparing for future responses (times measured)

OACP EXECUTIVE LEADERSHIP DEVELOPMENT

Program Announcement (York Region, Halton Region)

- Programs for Chief of Police
- Executive education (Presentation)
- Critical training and other commitments of an officer

June 5, 2025

Lisa Darling Opening Remarks

- Innovation in community safety
- Joshua Johnson, ARON Canada
- Current challenges in public safety
- Budget challenges in public safety
- Budget restraints and staff shortages
- Delivering Community Safety under rule of law
- The NAPS journey
- Jason Batse, Vice-Chair, Nishnawbe Aski PSB
- Mike Metatawabin, Deputy Grand Chief Nishnawbe Aski Nation
- Julian Falconer, Legal Council
- Interesting Presentation

BREAK OUT SESSIONS

- A) Rules of engagement for board members success
- Was a Great Handout Report
- On boarding and orientation
- Board duties, Chair, Vice-Chair
- Code of conduct for OPP Detective board members
- Conduct becoming of a Board Member
- Preparing for the meeting
- Rules of engagement
- Managing conflicts
- Public vs closed meetings
- Inspector Generals' powers
- OPP detachment boards local policies
- Remuneration
- Develop policies
- How members compensate Board and other meetings
- Attending conferences, community events and related incidental expenses
- Key takeaways seven bulletins

- INTRODUCTION TO POLICE CULTURE
- Culture – is who we are?
 - where we come from?
 - why we do the things we do?
 - how we do them?

VERY INTERESTING SESSION

Spent time in discussion with a possible new Zone 6 Secretary/Treasurer

Middlesex OPP Detachment Board

Submitted Member Expenses – Q4 2024 and Q 1 – 3 2025

As of August 20, 2025

Member Sue Clarke	Mileage	Detachment Board Meetings	296 km @ 0.72 cents	213.12
Member Jim Maudsley	Mileage	Detachment Board Meetings	80 kms @ 0.72 cents	115.20
	Mileage	OAPSB Conference	108 kms @ 0.72 cents	77.76
MILEAGE TOTAL				406.08
Member Jim Maudsley	Remuneration	Detachment Board Meetings	3 @ \$200	600.00
		OAPSB & Zone Meetings	8 @ \$200	1,600.00
		OAPSB Conference	3 @ \$200	600.00
REMUNERATION TOTAL				2,800.00



Ontario
Association of
Police Service
Boards

GROUP INSURANCE SOLUTION



Medallion

GROUP INSURANCE FOR FIRST RESPONDERS
By McFarlan Rowlands

\$3,600
**ANNUAL
PREMIUM**

MEMBER BENEFITS:

- Collective purchasing power
- Preferred pricing with rate stability
- Access to comprehensive coverages
- Efficient renewal handling

COVERAGE:

- \$5,000,000 Commercial General Liability
- \$5,000,000 Directors & Officers
- \$1,000,000 Errors & Omissions (Professional Liability), for your training and policy guidance
- Per Detachment Board:
 - Contents coverage of \$100,000
 - \$50,000 Cyber Insurance
 - \$100,000 Abuse Liability Insurance for legal fees and judgements, actual or alleged abuse

SERVICE COMMITMENT:

- Dedicated email for certificate requests with guaranteed 24-48 hour delivery
- Local Ontario claims service for all program members
- Dedicated Relationship Manager

Coverage is subject to policy terms, conditions and exclusions in the policy wording



Ontario
Association of
Police Service
Boards

GROUP INSURANCE SOLUTION



Medallion

GROUP INSURANCE FOR FIRST RESPONDERS

By McFarlan Rowlands



Josh Fentin

Commercial Account Executive

519-913-3137 Ext. 1427

Dedicated inbox for new members, certificate requests,
claims reporting and any questions:

OAPSB@MCFR.CA



MIDDLESEX DETACHMENT

2024 DETACHMENT BOARD ANNUAL REPORT



	GENERAL HEADQUARTERS		SATELLITE		400 Series Highway		Detachment Boundary		First Nation
	REGIONAL HEADQUARTERS		OPP ADMINISTERED FN		Provincial Highway		Township Boundary		Provincial Park
	DIVISION		OPP FN		Major Road		Non-OPP Policed		

2023-2025 STRATEGIC PLAN

Priorities and Commitments



PEOPLE

A healthy and resilient OPP

We will strive to support all members in achieving their professional and personal best.

WORK

A responsive and evolving OPP

We will empower our members to ensure the best possible policing services are delivered to Ontarians.

COMMUNITIES

A collaborative and progressive OPP

We will partner and build relationships with a shared vision for safety and well-being.

Table of Contents

Message from the Detachment Commander 5

Summary of Commitments 6

2024 Crime Progress Updates 7

2024 Roadways, Waterways and Trails Progress Updates 9

2024 Community Well-Being Progress Updates 10

Other Community Updates 11

Calls for Service 12

Crime and Clearance 13

Traffic and Road Safety 15

Policing Hours 17

Endnotes..... 18

Message from the Detachment Commander

I am pleased to present the Middlesex Detachment – 2024 OPP Detachment Board Annual Report. This report includes crime, traffic enforcement and community well-being data. It also highlights initiatives and successes from the past year. 2024 represents the midway point of the Middlesex Detachment 2023-2025 Action Plan and this report provides updates on our progress in meeting our commitments therein.

We continue to prioritize the reduction of crime and victimization, specifically property crime, illicit drugs and cybercrime, through education and enforcement. This includes the ongoing engagement of our Community Services Officer, frontline uniform members and our auxiliary officer cadre to provide educational opportunities to our community, particularly for our most vulnerable citizens.



Middlesex Detachment will continue to leverage the strong collaborations we enjoy with our community partners to find solutions to mental health and addiction related challenges. Together with our partners at Strathroy Caradoc Police Service and the Canadian Mental Health Association, we remain committed to supporting our Mental Health Crisis Team (MCRT). Additionally, we continue to work with London Health Sciences Centre and Strathroy Middlesex General Hospital. I am very pleased to announce that Police/Hospital Patient Transition Protocols are now in place. These agreements are designed to facilitate a smooth and timely transfer of persons suffering a mental health crisis into the care of the appropriate health care facility. These agreements generate operational efficiencies for both police and our partners within the medical community.

The Middlesex Detachment continues to prioritize traffic safety. With a focus on education and enforcement, our intention is to change those high-risk driving behaviours that are known to be the leading causes of injuries and deaths on our roadways, waterways and trails. These behaviours include aggressive driving, impaired driving, distracted driving and a lack of seatbelt use. Additionally, Middlesex Detachment is continuously monitoring the specifics of motor vehicle collisions. This allows us to immediately identify and address any environmental or engineering related circumstances that may contribute to these incidents. Appropriate community partners are then engaged to assist with the implementation of meaningful solutions. As with all our efforts, the objective is always community safety!

Throughout 2025, we will be working with the Middlesex OPP Detachment Board to form the 2026-2029 Middlesex Detachment Action Plan. This work will include engaging with community members to ensure the needs of the communities we serve will be reflected in the commitments we make. Development of the 2026-2029 Middlesex Detachment Action Plan will coincide with the creation of the 2026-2029 OPP Strategic Plan to ensure organizational alignment and support.

The Middlesex Detachment – 2024 OPP Detachment Board Annual Report begins to bridge the gap between *Police Services Act* (PSA) and *Community Safety and Policing Act* (CSPA) reporting requirements. In collaboration with relevant OPP program areas, working groups and the Middlesex OPP Board, this report will continue to develop in the years to come to include content from the OPP Detachment Board Chair(s) and additional data and updates from the OPP.

From our administrative staff to frontline uniform members, to specialty units and our leadership team, our members continue to serve with pride, professionalism and honour. As we anticipate future challenges and opportunities for policing and community safety, we remain dedicated to our mission of serving our communities by protecting citizens, upholding the law and preserving public safety.

Inspector Ross A. Stuart
Detachment Commander
Middlesex OPP Detachment

Summary of Commitments

Through analysis and consultation, the following areas of focus were identified for the years 2023-2025.

Crime	Roadways, Waterways and Trails	Community Well-Being
<p>To address and prevent property crime in our communities through police and public partnerships.</p> <p>To proactively engage in enforcement actions to address the distribution of illicit drugs throughout the community. The Middlesex OPP remains committed to working alongside our community partners and assist those with drug addictions in receiving proper treatment.</p> <p>To prevent and investigate cyber related crimes through proactive messaging and through technically based investigations.</p> <p>To address and prevent violent crime within our communities.</p>	<p>To sustain a continuous and year-round focus upon the causal factors of motorized vehicle collisions. This includes a rigorous enforcement program and ongoing education.</p>	<p>To identify joint response solutions for non-police related demands for service that impact police resources.</p> <p>To develop transfer of care protocols with relevant healthcare facilities in conjunction with our local policing partners.</p>

2024 Crime Progress Updates

Commitment	Progress Update
<p>To address and prevent property crime in our communities through police and public partnerships.</p>	<p>Middlesex OPP uniform and Community Street Crime Unit members will continue their efforts to address property crime. Analytical reports will continue to be utilized to identify crime trends and to focus enforcement and patrol strategies around this information. Proactive programming such as Safe Guard Ontario and Lock It or Lose It campaigns will be utilized in conjunction with ongoing media awareness efforts and public information sessions to ensure preventive measures are being maximized.</p>
<p>To proactively engage in enforcement actions to address the distribution of illicit drugs throughout the community. The Middlesex OPP remains committed to working alongside our community partners and assist those with drug addictions in receiving proper treatment.</p>	<p>Middlesex OPP will continue to address concerns regarding illicit drug use, production and distribution through enforcement and education. Throughout 2024 our members have worked closely with our Indigenous policing partners to address specific concerns within those communities. Their efforts have resulted in multiple seizures of illicit drugs, weapons and other offence related property.</p> <p>Beyond enforcement, we recognize the social impact these problems have upon our communities and its residents. Members of the Middlesex OPP will continue to be engaged in ensuring at risk community members are linked with services that will provide them with the meaningful help they require. In turn, this can help minimize future contact with the police and the judicial system. As a support to this commitment, Middlesex OPP will continue to utilize the Mobile Crisis Response Team (MCRT) on an ongoing basis, as a means of putting people in contact with community resources. The timely engagement of MCRT remains a key strategy to ensuring that meaningful help is provided quickly to those who need it the most, while reducing the potential stigma associated to involvement with the police.</p> <p>The Middlesex Community Street Crime Unit will continue to actively investigate offences under various provincial and federal statutes. This includes property and drug related incidents.</p> <p>A continued commitment to education of the public is a key component to reducing illicit drug concerns within our communities. The role of the Community Services Officer is critical in educating members of the public of all ages. The use of OPP social media accounts also plays an important role in delivering messaging about the use of illegal drugs and the resources available to assist those in need.</p>

<p>To prevent and investigate cyber related crimes through proactive messaging and through technically based investigations.</p>	<p>Middlesex OPP will continue to utilize our Community Service Officer to conduct sector specific presentations for vulnerable persons within our community, by educating them on the types of cyber crimes and about the perils of misusing social media platforms.</p> <p>Additionally, we will continue to utilize specialized resources internal to the OPP as a means of providing investigative support to complex investigations. In turn, these resources will ensure investigative excellence.</p> <p>We will ensure that members of Middlesex OPP remain current on their training through the review of internal Cyber Crime Bulletins. These are important tools that provide investigators with information concerning the collection of evidence and the services available to assist with cyber crime investigations.</p>
<p>To address and prevent violent crime within our communities.</p>	<p>The OPP Offender Management Apprehension Program (OMAP) and the Bail Compliance Program will continue to be utilized as a means of ensuring a high level of accountability for those on judicial release for violent crime.</p> <p>Continued training of members of the Major Crime Unit as a means of building capacity to respond to instances of violent crime, while ensuring investigative excellence.</p> <p>Continued sharing of intelligence information with a variety of policing partners.</p> <p>Ensuring a victim-centric approach when interacting with victims of violent crime. Doing so will provide an approach that focuses upon empathy, respect and dignity.</p> <p>Maximizing the use of Victim Services and MCRT as a means of supporting victims of crime and tragic circumstance. By providing these individuals with focused resources, we will assist in their management and recovery from those incidents.</p>

2024 Roadways, Waterways and Trails Progress Updates

Commitment	Progress Update
<p>To sustain a continuous and year-round focus upon the causal factors of motorized vehicle collisions. This includes a rigorous enforcement program and ongoing education.</p>	<p>Assign members of the Community Oriented Response and Enforcement Unit (CORE) to perform proactive traffic enforcement in areas of concern identified by our communities.</p> <p>Utilize analytics to identify accident-related locations and establish enforcement initiatives for those areas. These tools will also assist with determining strategic locations for RIDE spot checks to ensure we have the largest impact in reducing impaired driving.</p> <p>Utilize the Middlesex OPP Media Relations Officer to engage the media and social media accounts with timely information related to traffic incidents.</p> <p>Middlesex OPP will continue to actively participate in Regional, Provincial and National Traffic Initiatives. This will be highlighted by enforcement and education of the 'Big 4' factors leading to traffic related injuries and death.</p> <p>Middlesex OPP will continue to partner with members of the OPP's Highway Safety Division and the enforcement branch of the Ministry of Transportation in a collaborative manner to make area roadways safer.</p> <p>Middlesex OPP will continue to address community concerns through Focused Patrols, enforcement and education. Communication of these efforts and results will remain a critical component of maintaining public trust.</p>

2024 Community Well-Being Progress Updates

Commitment	Progress Update
<p>To identify joint response solutions for non-police related demands for service that impact police resources.</p>	<p>Middlesex OPP and the Canadian Mental Health Association have a Memorandum of Understanding with respect to the Mobile Crisis Response Team (MCRT). The MCRT consists of a uniform police officer and Mental Health Clinician who respond to calls for service where an individual is in crisis.</p> <p>The MCRT will continue to be responsible for conducting follow up visits with community members who have been in a state of crisis and have had previous involvement with the police. The benefit to these follow-up visits includes providing an opportunity for a wellness check, provide social service supports and assess their effectiveness while building a bond of trust. Each of these can increase health and minimize the need for further police involvement.</p>
<p>To develop transfer of care protocols with relevant healthcare facilities in conjunction with our local policing partners.</p>	<p>Transfer of Care protocols with local hospitals and policing partners are now in place. These agreements are designed to facilitate a smooth and timely transfer of persons suffering a mental health crisis into the care of the appropriate health care facility. Additionally, these agreements generate operational efficiencies for both police and our partners within the medical community.</p> <p>We will continue to monitor the progress of the transfer protocols and make necessary adjustments to ensure the care of the patient is always prioritized.</p>

Other Community Updates

Community Engagement

In response to identified crime trends and requests from the community, Middlesex Detachment led crime prevention initiatives focused on fraud prevention, property crime and combating auto theft. We worked alongside a variety of community partners and our municipalities to increase awareness and education through fraud prevention seminars. Additionally, the Middlesex OPP Auxiliary Unit was utilized to conduct door-to-door canvassing in areas identified as being at high risk for property related crime (theft from vehicles etc). Through the promotion of the Safe Guard and Lock It or Lose It programs, our members were able to connect at the grassroots level with community members, answer questions and provide advice for ensuring a safer community.

Throughout 2024, Middlesex Detachment continued to engage with a variety of groups and organizations, with a focus upon building relationships, while promoting equity and inclusion. Our members celebrated Pride Month with local community groups and supported the events that they were hosting. Additionally, our officers attended the Imagine Build initiative on Onieda of The Thames First Nation to support the development of affordable housing within the community. Our members then participated in a National Day for Truth and Reconciliation Ceremony. In December, Middlesex OPP hosted a food drive in Komoka as a means of supporting those in our community with a need over the holiday season. These are important opportunities that we will seek to build upon in the coming years.

Traffic Safety Summary

Middlesex Detachment issued 5,984 offence notices in 2022, 9,122 offence notices in 2023 (52.4% increase), and 11,326 offence notices in 2024 (24.2% increase).

Middlesex Detachment issued 922 traffic Summons in 2022, 1,438 traffic Summons in 2023 (56% increase), and 1,444 traffic Summons in 2024 (0.4% increase).

Stemming from community concerns regarding school bus safety, Middlesex OPP conducted ongoing focused patrols to address this problem. Ongoing public education messaging supported our enforcement efforts. These focused patrols continue in 2025 as one of our primary traffic safety priorities.

Between April – December 2024, several construction projects commenced along Highway 401 within Middlesex OPP jurisdiction. Shortly after construction began, an influx of motor vehicle collisions was noted, primarily between the Putnam Road and Dorchester Road exits. A review of these collisions resulted in the implementation of a focused patrol to address the problem. Additionally, consistent strategic planning meetings with the MTO and all involved construction companies resulted in a collaborative approach to problem solving. As a result, the total number of collisions reported on Highway 401 declined each month thereafter.

Warrant Reduction Strategy

During 2024, Middlesex Detachment implemented a Warrant Reduction Strategy that focused upon the apprehension of those with outstanding warrants for their arrest. The result was a 54% decrease in the number of outstanding warrants locally. The OPP Offender Management Apprehension Program (OMAP) and the Bail Compliance Program will continue to be utilized as a means of ensuring a high level of accountability for those on judicial release.

Calls for Service

Table 1.1

All CAD Events*	Immediate Police Response Required**
36,709	10,897

* This represents all Computer Aided Dispatch (CAD) event types created for each detachment area. Not all CAD events are dispatched to a frontline OPP detachment officer. Some events may have been actioned by another OPP member, diverted to another unit, or deemed a non-OPP event. This does not include officer or detachment generated events that have not been reported through the PCC, or any online reporting events.

** This represents the total number of CAD events prioritized for an immediate police response, indicating the potential for extreme danger, catastrophic circumstances, injury, the threat of injury, death, and/or crime in progress.

Crime and Clearance

Violent Crimes

Table 2.1

Offences	2022	2023	2024	Clearance Rate
01 - Homicide	0	0	2	100.00%
02 - Other Offences Causing Death	0	0	0	-
03 - Attempted Murder	1	0	0	-
04 - Sexual Offences	52	51	43	65.12%
05 - Assaults/Firearm Related Offences	123	125	139	83.45%
06 - Offences Resulting in the Deprivation of Freedom	0	3	3	100.00%
07 - Robbery	10	0	3	33.33%
08 - Other Offences Involving Violence or the Threat of Violence	56	72	91	54.95%
09 - Offences in Relation to Sexual Services	1	0	0	-
10 - Total	243	251	281	71.17%

Property Crimes

Table 2.2

Offences	2022	2023	2024	Clearance Rate
01 - Arson	1	3	2	0.00%
02 - Break and Enter	111	76	68	17.65%
03 - Theft Over \$5,000	210	136	103	4.85%
04 - Theft Under \$5,000	306	243	172	11.63%
05 - Have Stolen Goods	32	20	17	94.12%
06 - Fraud	173	225	192	6.77%
07 - Mischief	173	166	107	19.63%
08 - Total	1,006	869	661	13.16%

Other Criminal Code

Table 2.3

Offences	2022	2023	2024	Clearance Rate
01 - Gaming and Betting	1	0	0	-
02 - Offensive Weapons	15	16	11	81.82%
03 - Other Criminal Code Offences	78	138	144	61.81%
04 - Total	94	154	155	63.23%

Drugs

Table 2.4

Offences	2022	2023	2024	Clearance Rate
01 - Possession	12	18	16	75.00%
02 - Trafficking	12	22	25	60.00%
03 - Importation and Production	0	0	0	-
04 - Cannabis Possession	0	0	0	-
05 - Cannabis Distribution	1	2	0	-
06 - Cannabis Sale	0	0	1	100.00%
07 - Cannabis Importation and Exportation	0	0	0	-
08 - Cannabis Production	0	1	0	-
09 - Other Cannabis Violations	0	0	0	-
10 - Total	25	43	42	66.67%

Federal Statutes**Table 2.5**

Offences	2022	2023	2024	Clearance Rate
Federal Statutes	1	3	5	60.00%

Traffic Violations**Table 2.6**

Offences	2022	2023	2024	Clearance Rate
01 - Dangerous Operation	8	8	27	96.30%
02 - Flight from Peace Officer	21	28	31	6.45%
03 - Operation while Impaired/Low Blood Drug Concentration Violations	141	141	93	98.92%
04 - Failure or Refusal to Comply with Demand	6	5	7	100.00%
05 - Failure to Stop after Accident	12	14	21	4.76%
06 - Operation while Prohibited	3	19	12	100.00%
07 - Total	191	215	191	73.30%

Youth Crime**Table 2.7**

Offences	2022	2023	2024
Bail	0	0	0
Conviction	39	12	9
Diversion	11	10	3
Non-Conviction	69	51	40
Not Accepted	0	3	2
POA Ticket	3	7	0
NULL	31	22	76
Total	153	105	130

Victim Referrals**Table 2.8**

Offences	2022	2023	2024
Sum of Offered	996	1025	1254
Sum of Accepted	412	387	441
Sum of Total	1408	1412	1695
Sum of % Accepted	29.26%	27.41%	26.02%

Traffic and Road Safety

Motor Vehicle Collisions (MVC) by Type

(Includes roadway, off-road and motorized snow vehicle collisions)

Table 3.1

Offences	2022	2023	2024
Fatal Injury Collisions	13	12	13
Non-Fatal Injury Collisions	196	159	199
Property Damage Only Collisions	1,338	1,385	1,640
Alcohol-Related Collisions	80	51	61
Animal-Related Collisions	479	552	566
Speed-Related Collisions	225	185	246
Inattentive-Related Collisions	157	182	214
Persons Killed	14	14	15
Persons Injured	351	255	309

Primary Causal Factors in Fatal MVCs on Roadways

Table 3.2

Offences	2022	2023	2024
Fatal Roadway Collisions where Causal is Speed Related	5	4	3
Fatal Roadway Collisions where Causal is Alcohol/Drug Related	4	2	2
Persons Killed in Fatal Roadway Collisions where lack of Seatbelt/Helmet use is a Factor	6	4	4
Fatal Roadway Collisions where Causal is Inattentive Related	2	0	3
Fatal Roadway Collisions where Causal is Animal Related	0	0	0

Fatalities in Detachment Area

Table 3.3

Fatality Type	Category	2022	2023	2024
Roadway	Fatal Incidents	13	12	12
Roadway	Persons Killed	14	14	14
Roadway	Alcohol/Drug Related Incidents	4	2	2
Marine	Fatal Incidents	0	0	0
Marine	Persons Killed	0	0	0
Marine	Alcohol/Drug Related Incidents	0	0	0
Off-Road Vehicle	Fatal Incidents	0	0	1
Off-Road Vehicle	Persons Killed	0	0	1
Off-Road Vehicle	Alcohol/Drug Related Incidents	0	0	1
Motorized Snow Vehicle	Fatal Incidents	0	0	0
Motorized Snow Vehicle	Persons Killed	0	0	0
Motorized Snow Vehicle	Alcohol/Drug Related Incidents	0	0	0

Big 4

Table 3.4

Offences	2022	2023	2024
Distracted (HTA 78.1)	234	212	198
Impaired (CCC 320.14 & 320.15)	273	323	262
Seatbelt (HTA 106)	118	222	239
Speeding (HTA 128)	4,469	5,315	5,238

Charges**Table 3.5**

Offences	2022	2023	2024
HTA	7,221	9,961	11,346
Criminal Code Traffic	340	406	370
Criminal Code Non-Traffic	1,109	1,079	1,096
LLCA	70	122	141
Controlled Drug and Substance Act	91	121	181
Federal Cannabis Act	11	6	14
Provincial Cannabis Act	29	89	89
Other	313	700	1,042

Policing Hours

The OPP has developed a Service Delivery Model (SDM) in response to several reviews and audit recommendations. The SDM is designed to:

- Promote officer wellness through balanced workloads
- Determine adequate staffing levels at each detachment
- Ensure the continued delivery of adequate and effective policing services in accordance with the Community Safety and Policing Act (CSPA)

To implement the SDM, the OPP has submitted a seven-year staffing strategy to address required increases in detachment personnel. This model supports the OPP’s ability to:

- Respond rapidly to increasing calls for service
- Maintain safe communities through proactive patrols and community engagement
- Address municipal concerns about reduced police visibility

To monitor progress and guide detachment-level planning, the OPP has established time allocation targets for provincial constables (figure 1). These targets reflect how time should ideally be distributed by the end of the seven-year strategy.

The targets are based on a provincial average and variations are expected between detachments due to differences in geography, operational structure, recruitment and other absences.

In the short term, detachments may face challenges in achieving these targets. Continued improvements in scheduling tools, data integrity, and strategic deployment will support progress toward these goals.



Figure 1: Service Delivery Model Provincial Target

Service Delivery Activity Allocations

Table 4.1

Calls for Service	Administrative Requirements	Proactive Patrol	Community Engagement
47.9%	31.2%	17.2%	3.7%

Hours (Field Personnel)

Table 4.2

	2022	2023	2024
TOTAL FRONTLINE HOURS	142,542	147,898	162,223

Endnotes

Tables 2.1, 2.2, 2.3, 2.4, 2.5, 2.6

Source: Niche Records Management System (RMS), (2025/04/23)

Note:

- Statistics Canada’s Uniform Crime Reporting Survey was designed to measure the incidence of crime in Canadian society and its characteristics.
- Actual counts (2022, 2023 and 2024) and Clearance Rate for 2024 included.
- The most serious violation methodology (MSV) is used, which is the same as Statistics Canada’s methodology. The MSV counts only the first of up to four offences per incident that occurred in the specific time range.
- First Nation population is not included.
- Statistics Canada Verified (green checkmark) only.

Table 2.1 Violent Crimes

Corresponding Violation Description

- 01 Murder 1st Degree, Murder 2nd Degree, Manslaughter, Infanticide
- 02 Criminal Negligence Causing Death, Other Related Offences Causing Death
- 03 Attempted Murder, Conspire to Commit Murder
- 04 Sexual offence which occurred prior to January 4, 1983, Sexual Assault, Level 3, Aggravated, Sexual Assault, Level 2, Weapon or Bodily Harm, Sexual Assault, Level 1, Sexual Interference, Invitation to Sexual Touching, Sexual Exploitation, Sexual Exploitation of a Person with a Disability, Incest, Corrupting Morals of a Child, Making Sexually Explicit Material Available to Children, Parent or Guardian Procuring Sexual Activity, Householder Permitting Sexual Activity, Luring a Child via Computer, Agreement or Arrangement - Sexual Offence Against a Child, Bestiality - Commits, Compels Another Person, Bestiality in, Presence of, or Incites, a Child, Voyeurism, Non-Consensual Distribution of Intimate Images
- 05 Assault Level 3, Aggravated, Assault Level 2, Weapon/Bodily Harm, Assault Level 1, Unlawfully Causing Bodily Harm, Discharge Firearm with Intent, Using firearm/Imitation of Firearm in the Commission of an Offence, Pointing a Firearm, Assault, Peace-Public Officer, Assault Against Peace Officer with a Weapon or Causing Bodily Harm, Criminal Negligence Causing Bodily Harm, Trap Likely to or Causing Bodily Harm, Other Assaults
- 06 Kidnapping, Forcible Confinement, Hostage Taking, Trafficking in Persons, Abduction Under 14, Not Parent/Guardian, Abduction Under 16, Removal of Children from Canada, Abduction Under 14 Contravening a Custody Order, Abduction Under 15 by Parent/Guardian
- 07 Robbery, Robbery to Steal Firearm
- 08 Extortion, Intimidation of a Justice System Participant or a Journalist, Intimidation of a Non-justice System Participant, Criminal Harassment, Indecent/Harassing Communications, Utter Threats to Person, Explosives Causing Death/Bodily Harm, Arson - Disregard for Human Life, Other Violations Against the Person, Failure to Comply with Safeguards (MAID), Forging/Destruction of Documents (MAID)
- 09 Obtaining Sexual Services for Consideration, Obtaining Sexual Services for Consideration from Person Under the Age of 18 Years, Material Benefit from Sexual Services, Material Benefit from Sexual Services Provided by Person Under the Age of 18 Years, Procuring, Procuring a Person Under the Age of 18 Years, Advertising Sexual Services

Table 2.2 Property Crimes

Corresponding Violation Description

- 01 Arson
- 02 Break & Enter, Break & Enter to Steal a Firearm, Break & Enter a Motor Vehicle (Firearm)
- 03 Theft over \$5000, Theft over \$5000 from a Motor Vehicle, Shoplifting over \$5000, Motor Vehicle Theft
- 04 Theft \$5000 or Under, Theft under \$5000 from a Motor Vehicle, Shoplifting \$5000 or Under
- 05 Trafficking in Stolen Goods over \$5000, Possession of Stolen Goods over \$5000, Trafficking in Stolen Goods \$5000 and Under, Possession of Stolen Goods \$5000 and Under
- 06 Fraud, Identity Theft, Identity Fraud
- 07 Mischief, Mischief to Cultural Property, Hate-motivated mischief relating to property used by identifiable group, Mischief Relating to War Memorials, Altering/Destroying/Removing a Vehicle Identification Number (VIN)

Table 2.3 Other Criminal Code

Corresponding Violation Description

01 Betting House, Gaming House, Other Violations Related to Gaming and Betting

02 Offensive Weapons: Explosives, Weapons Trafficking, Possession and Distribution of Computer Data (Firearm), Altering Cartridge Magazine, Weapons Possession Contrary to Order, Possession of Weapons, Unauthorized Importing/Exporting of Weapons., Firearms Documentation/Administration, Unsafe Storage of Firearms

03 Failure to Comply with Order, Escape and being at large without excuse - escape from custody, Escape and being at large without excuse - Unlawfully at Large, Failure to Appear, Breach of Probation, Disturb the Peace, Child Pornography (Possessing or Accessing), Child Pornography (Making or Distributing), Public Communications to Sell Sexual Services, Offences Related to Impeding Traffic to Buy or Sell Sexual Services, Counterfeiting, Indecent Acts, Voyeurism (Expired), Corrupting Morals, Lure child via Computer (Expired), Obstruct Public/Peace Officer. Trespass at Night, Threatening/Harassing Phone Calls (Expired), Utter Threats Against Property or Animals, Advocating Genocide, Public Incitement of Hatred, Promoting or Advertising Conversion Therapy, Unauthorized Recording of a Movie/Purpose of Sale, Rental, Commercial, Distribution, Offences Against Public Order (Part II CC), Property or Services for Terrorist Activities, Freezing of Property, Disclosure, Audit, Participate in Activity of Terrorist Group, Facilitate Terrorist Activity, Instruction/Commission of Act of Terrorism, Hoax – Terrorism, Advocating/Promoting Terrorism, Firearms and Other Offensive Weapons (Part III CC), Leave Canada to Participate in Activity of a Terrorist Group, Leave Canada to Facilitate Terrorist Activity, Leave Canada to Commit Offence for Terrorist Group, Leave Canada to Commit Offence that is Terrorist Activity, Harbour/Conceal Terrorist (Max = Life), Harbour/Conceal Terrorist (Max Does Not = Life), Harbour/Conceal Person Likely to Carry Out Terrorist Activity, Offences Against the Administration of Law and Justice (Part IV CC). Sexual Offences, Public Morals and Disorderly Conduct (Part V CC), Invasion of Privacy (Part VI CC), Failure to Comply with Regulations / Obligations for Medical Assistance in Dying (MAID), Other Offences Against the Person and Reputation, Offences Against the Rights of Property (Part IX CC), Fraudulent Transactions, Relating to Contracts and Trade (Part X CC), Offences Related to Currency, Proceeds of Crime (Part XII.2 CC), Attempts, Conspiracies, Accessories, Instruct Offence for Criminal Organization, Commit Offence for Criminal Organization, Participate in Activities of Criminal Organization, Recruitment of Members by a Criminal Organization, All Other Criminal Code (includes Part XII.1 CC)

Table 2.4 Drugs

Corresponding Violation Description

01 Possession – Heroin, Possession – Cocaine, Possession - Other Controlled Drugs and Substances Act, Possession - Methamphetamine (Crystal Meth), Possession - Methylenedioxyamphetamine (Ecstasy), Possession – Opioid (other than heroin)

02 Trafficking – Heroin, Trafficking – Cocaine, Trafficking - Other Controlled Drugs and Substances Act, Trafficking - Methamphetamine (Crystal Meth), Trafficking - Methylenedioxyamphetamine (Ecstasy), Trafficking – Opioid (other than heroin)

03 Import / Export – Heroin, Import / Export – Cocaine, Import / Export - Other Controlled Drugs and Substances Act, Import / Export - Methamphetamines (Crystal Meth), Import / Export - Methylenedioxyamphetamine (Ecstasy), Import/Export – Opioid (other than heroin), Production – Heroin, Production – Cocaine, Production - Other Controlled Drugs & Substances Act, Production - Methamphetamines (Crystal Meth), Production - Methylenedioxyamphetamine (Ecstasy), Production – Opioid (other than heroin), Possession, sale, etc., for use in production of or trafficking in substance

04 Possession of illicit or over 30g dried cannabis (or equivalent) by adult, Possession of over 5g dried cannabis (or equivalent) by youth, Possession of budding or flowering plants, or more than four cannabis plants, Possession of cannabis by organization

05 Distribution of illicit, over 30g dried cannabis (or equivalent), or to an organization, by adult, Distribution of cannabis to youth, by adult, Distribution of over 5g dried cannabis (or equivalent), or to an organization, by youth, Distribution of budding or flowering plants, or more than four cannabis plants, Distribution of cannabis by organization, Possession of cannabis for purpose of distributing

06 Sale of cannabis to adult, Sale of cannabis to youth, Sale of cannabis to an organization, Possession of cannabis for purpose of selling

07 Importation and exportation of cannabis, Possession of cannabis for purpose of exportation

08 Obtain, offer to obtain, alter or offer to alter cannabis, Cultivate, propagate or harvest cannabis by adult, Cultivate, propagate or harvest cannabis by youth or organization

09 Possess, produce, sell, distribute or import anything for use in production or distribution of illicit cannabis, Use of young person in the commission of a cannabis offence, Other Cannabis Act

Table 2.5 Federal Statutes

Corresponding Violation Description

Bankruptcy Act, Income Tax Act, Canada Shipping Act, Canada Health Act, Customs Act , Competition Act, Excise Act, Youth Criminal Justice Act (YCJA), Immigration and Refugee Protection Act, Human Trafficking (involving the use of abduction, fraud, deception or use of threat), Human Smuggling fewer than 10 persons, Human Smuggling 10 persons or more, Firearms Act, National Defence Act, Emergencies Act, Quarantine Act, Other Federal Statutes

Table 2.6 Traffic Violations

Corresponding Violation Description

01 Dangerous Operation Causing Death, Dangerous Operation Causing Bodily Harm, Dangerous Operation

02 Flight from Peace Officer

03 Operation - low blood drug concentration, Operation while impaired causing death (alcohol), Operation while impaired causing death (alcohol and drugs), Operation while impaired causing death (drugs), Operation while impaired causing death (unspecified), Operation while impaired causing bodily harm (alcohol), Operation while impaired causing bodily harm (alcohol and drugs), Operation while impaired causing bodily harm (drugs), Operation while impaired causing bodily harm (unspecified), Operation while impaired (alcohol), Operation while impaired (alcohol and drugs), Operation while impaired (drugs), Operation while impaired (unspecified)

04 Failure or refusal to comply with demand (alcohol), Failure or refusal to comply with demand (alcohol and drugs), Failure or refusal to comply with demand (drugs), Failure or Refusal to Comply with Demand (unspecified), Failure or refusal to comply with demand, accident resulting in bodily harm (alcohol), Failure or refusal to comply with demand, accident resulting in bodily harm (alcohol and drugs), Failure or refusal to comply with demand, accident resulting in bodily harm (drugs), Failure or refusal to comply with demand, accident resulting in bodily harm (unspecified), Failure or refusal to comply with demand, accident resulting in death (alcohol), Failure or refusal to comply with demand, accident resulting in death (alcohol and drugs), Failure or refusal to comply with demand, accident resulting in death (drugs), Failure or refusal to comply with demand, accident resulting in death (unspecified)

05 Failure to stop after accident resulting in death, Failure to stop after accident resulting in bodily harm, Failure to stop after accident, Operation while prohibited

Table 2.7 Youth Crime

Source: Niche Records Management System (RMS), (2025/04/24)

Note:

- Youth Charges by Disposition Type
- Only charges that have had a disposition type recorded in the OPP Niche RMS application are included.
- Youth charges without a disposition type are not included which may result in under stating the actual youth charges.
- “NULL” represents blanks, or where officers did not indicate the Disposition Type, however charges were applied.

Table 2.8 Victim Referrals

Source: Niche Records Management System (RMS), (2025/04/24)

Note:

- Number of Referrals to Victim Service Agencies

Table 3.1 Motor Vehicle Collisions (MVC) by Type

Source: Ontario Provincial Police, Collision Reporting System (CRS), (2025/02/21)

Note:

- Total Motor Vehicle Collisions (Fatal Injury, Non-Fatal Injury and Property Damage Only): Reportable Fatal Injury, Non-Fatal Injury and Property Damage Only Collisions entered into the eCRS for All Motorized Vehicles (MVC-Roadway, MSV- Snowmobile and ORV-Off Road Report Type) regardless of completion/approval status.
- Alcohol/Drug Related Collisions: Reportable MVC collisions where Alcohol/Drug Involved field indicated as Yes OR Contributing Factor scored as Ability Impaired (Alcohol or Drug) OR Driver Condition reported as Had Been Drinking or Ability Impaired.
- Animal Related Collisions: Reportable MVC collisions where Contributing Factor scored as Animal OR Wildlife Involved was an Animal OR Sequence of Events was an Animal.
- Speed Related Collisions: Reportable MVC collisions where Contributing Factor scored as Excessive Speed or Speed Too Fast For Conditions OR Driver Action reported as Exceeding Speed Limit or Speed Too Fast For Conditions.
- Inattentive Related Collisions: Reportable MVC collisions where Contributing Factor scored as Inattentive OR Driver Condition reported as Inattentive.
- Persons Killed or Injured: Number of Persons Injured or Killed in Reportable MVC collisions.

Table 3.2 Primary Causal Factors in Fatal MVCs on Roadways

Source: Ontario Provincial Police, Collision Reporting System (CRS), (2025/02/21)

Note:

- Fatal Roadway Collisions where Causal is Speed Related: Reportable Fatal Roadway Collisions where Contributing Factor scored as Excessive Speed or Speed Too Fast For Conditions OR Driver Action reported as Exceeding Speed Limit or Speed Too Fast For Conditions.
- Fatal Roadway Collisions where Causal is Alcohol/Drug Related: Reportable Fatal Roadway Collisions where Contributing Factor where Alcohol/Drug Involved field indicated as Yes OR Contributing Factor scored as Ability Impaired (Alcohol or Drug) OR Driver Condition reported as Had Been Drinking or Ability Impaired.
- Persons Killed in Fatal Roadway Collisions where lack of Seatbelt/Helmet use is a Factor:
Persons Killed in Reportable Fatal Roadway Collisions where Victim is fatally injured AND a vehicle occupant AND where safety equipment reported to be not used but available.
- Fatal Roadway Collisions where Causal is Inattentive Related: Reportable Fatal Roadway Collisions where Contributing Factor scored as Inattentive OR Driver Condition reported as Inattentive.
- Fatal Roadway Collisions where Causal is Animal Related: Reportable Fatal Roadway Collisions where Contributing Factor scored as Animal OR Wildlife Involved was an Animal OR Sequence of Events was an Animal.

Table 3.3 Fatalities in Detachment Area

Source: Ontario Provincial Police, Collision Reporting System (CRS), (2025/02/21)

Note:

- Fatal Incidents: Reportable Fatal Collisions by Report Type (Roadway, Marine, Off-Road Vehicle, Motorized Snow Vehicle).
- Persons Killed: Number of Involved Persons where Injury is fatal by Report Type (Roadway, Marine, Off-Road Vehicle, Motorized Snow Vehicle).
- Alcohol/Drug Related Incidents: Reportable Fatal Collisions by Report Type (Roadway, Marine, Off-Road Vehicle, Motorized Snow Vehicle) where Alcohol/Drug Involved field indicated as Yes OR Contributing Factor scored as Ability Impaired (Alcohol or Drug) OR Driver Condition reported as Had Been Drinking or Ability Impaired.

Table 3.4 Big 4

Source: Niche Records Management System (RMS) & eTicket, (2025/02/21)

Note:

- Speeding (HTA 128): Charges are based on date charged. Speeding = HTA s.128 charges.
- Seatbelt (HTA 106): Charges are based on date charged. Seatbelt = HTA s.106 charges.
- Distracted (HTA 78.1): Charges are based on date charged. Distracted = HTA s.78.1 charges.
- Impaired (CCC 320.14 & 320.15): Charges are based on date charged. Impaired = CCC s.320.14 & 320.15 charges.

Table 3.5 Charges

Source: Niche Records Management System (RMS) & eTicket, (2025/02/21)

Note:

- HTA: Charges are based on date charged. Highway Traffic Act Statute charges.
- Criminal Code Traffic: Charges are based on date charged. Criminal Code Traffic (CCC s320.13, 320.14, 320.15, 320.16, 320.17 & 320.18) charges.
- Criminal Code Non-Traffic: Charges are based on date charged. All CCC charges not included in the Criminal Code Traffic section above.
- LLCA: Charges are based on date charged. Liquor Licence and Control Act charges.
- Federal Cannabis Act: Charges are based on date charged. Cannabis Act charges.
- Provincial Cannabis Act: Charges are based on date charged. Cannabis Control Act charges.
- Controlled Drug and Substance Act: Charges are based on date charged. Controlled Drug and Substance Act charges.
- Other: Charges are based on date charged. "Other" charges is comprised of CAIA, Other Provincial & Federal Offences not already captured in sections above.

Table 4.1 Service Delivery Activity Allocations

Source: Daily Activity Reporting (DAR) System

Date: April 17, 2025

Note: Activity allocation percentages are based on the total reported hours of detachment provincial constables performing duties within their home detachment location.

Table 4.2 Hours (Field Personnel)

Source: Daily Activity Reporting (DAR) System

Date: January 20, 2025

Note:

- Total reported hours, excluding paid duties.
- Includes Provincial Constable to Sergeant ranks only.
- Excludes First Nations badge numbers.
- Excludes administrative accounts and joint services accounts.
- Excludes incomplete DAR entries and those with errors.
- Excludes General Headquarters location codes.

CONTACT THE OPP

REACH THE OPP BY PHONE

- Know your location: Be ready to describe your surroundings. Look for addresses, landmarks and buildings that may help identify your location.
- Call 9-1-1 if there is immediate risk to someone's life or property.
- Don't hang up, stay on the line
- Call 1-888-310-1122 for non-life-threatening incidents that require police attention
- TTY 1-888-310-1133, or Agent 511 for registered subscribers (for the Deaf, Hard of Hearing and Speech Impaired)

PROVIDE AN ANONYMOUS TIP

- Call Crime Stoppers at 1-800-222-8477 (TIPS)
- Visit www.crimestoppers.ca

SPEAK WITH AN OFFICER FOR ALL OTHER MATTERS

To arrange to meet an officer at a detachment, go to www.opp.ca to use the Local Detachment Finder and follow the prompts.

REPORT AN INCIDENT ONLINE

You have the option to report select occurrences to police from the convenience of a computer.

Visit www.opp.ca/reporting to use the Citizen Self Reporting system. Specific incidents can be reported online without attending a detachment or waiting for an officer.

You can use this system to report:

- Theft Under \$5,000
- Mischief / Damage to Property Under \$5,000
- Mischief / Damage to Vehicle Under \$5,000
- Theft from Vehicle Under \$5,000
- Lost / Missing Property Under \$5,000 including a licence plate(s) or validation sticker(s)
- Theft of any type of gasoline from a gas station
- Driving Complaints
- Theft from Vehicle Under \$5,000
- Lost / Missing Property Under \$5,000 including a licence plate(s) or validation sticker(s)
- Theft of any type of gasoline from a gas station
- Driving Complaints

Do not use this system if this is an emergency! If it is, call 9-1-1.

9-1-1 is for police, fire or medical emergencies only.

Accidental, hang-up or abuse of 9-1-1 calls tie up emergency lines, communicators and officers which could result in the slower response to a real emergency, risking the safety of people who need urgent help.

#KnowWhenToCall

If you've dialed 9-1-1 in error, stay on the line. Your call will be connected to police. Answer all questions asked by the communicator. This eliminates a lengthy follow up process that may lead to officers attending your location to ensure your safety.

**DETACHMENT BOARD
ANNUAL REPORT**

2024

MIDDLESEX DETACHMENT

28444 Centre Road
Strathroy, ON
N7G 3H6

Tel: 519-245-2323

Fax: 519-245-1410



Follow us on





**Inspectorate
of Policing**

**Service d'inspection
des services policiers**

Office of the Inspector
General of Policing

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

Bureau de l'inspecteur général
des services policiers

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

Inspector General of Policing Memorandum

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

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: July 15, 2025

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

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

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

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

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

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

Sincerely,

Ryan Teschner
Inspector General of Policing of Ontario

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



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

Annual Report of the
Inspector General of Policing

2024



**Inspectorate
of Policing**

**Service d'inspection
des services policiers**

Office of the Inspector
General of Policing

Bureau de l'inspecteur général
des services policiers

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

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

June 27, 2025

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

Dear Solicitor General Kerzner:

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

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

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

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

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

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

Sincerely,

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

Ryan Teschner

Inspector General of Policing of Ontario

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

Table Of Contents

Land Acknowledgement	05	A Snapshot of the IoP's Work in 2024	20
Message from the Inspector General of Policing of Ontario	06	The State of Policing in Ontario: Successes, Opportunities and Challenges	34
About Ontario's Inspector General and the IoP	08	Looking Ahead	55
The IoP's Operations: 2024 Facts & Figures	17	Acknowledgements	63



Land Acknowledgement

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

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

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

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

Message from the Inspector General of Policing of Ontario

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



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

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

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

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

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

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

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



Ryan Teschner

Inspector General of Policing of Ontario
June 2025



About Ontario's Inspector General and the IoP

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

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

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

The Mandate of the IG

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

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



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

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

Who the IG Oversees

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

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

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

Organizational Values

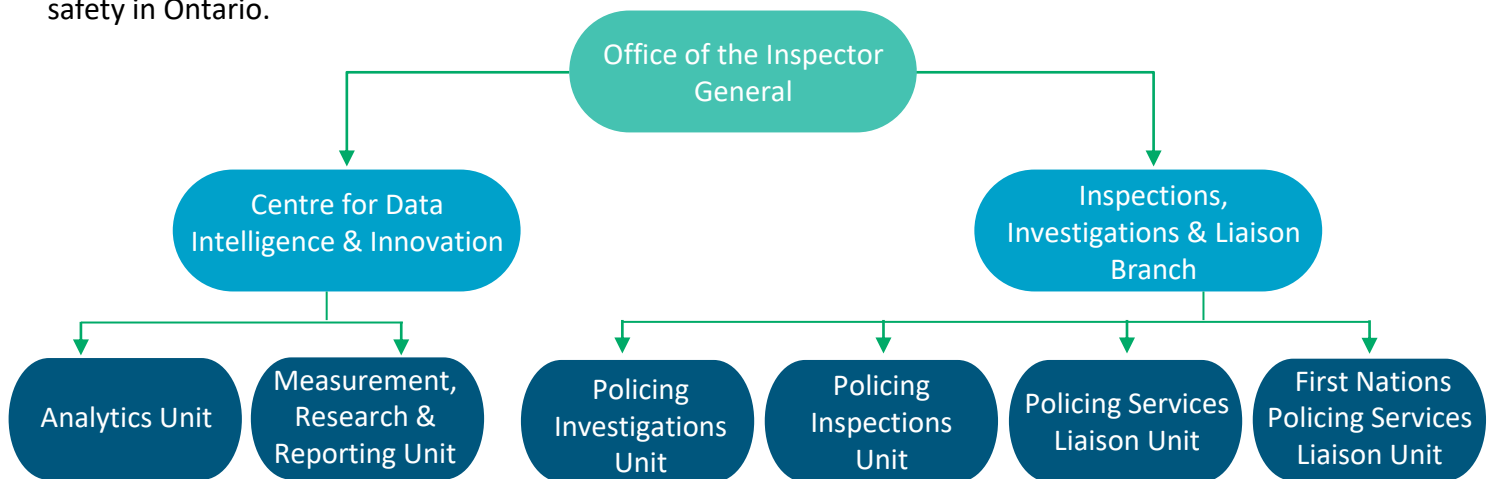
Driving improvements in policing performance begins with collectively operating under a set of values that shape the IoP's approach and culture.

At the IoP, we believe in:

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

IoP Organizational Framework

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



Office of the Inspector General

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

Investigations, Inspections, and Liaison Branch

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

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

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

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

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

Centre for Data Intelligence and Innovation

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

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

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

Complaints & Disclosures Within the IG's Jurisdiction

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

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

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

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



Section 106 Complaints



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

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

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

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

Section 107 Complaints

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

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



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

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

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

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

Section 185 Disclosures



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

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

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

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

Complaints Process

Complaints are Received



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

Screened



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

Screened Out

Complaints that are screened out can be:

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



Referred

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

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

Assigned for Investigation or Inspection



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

Findings Report and IG Determination

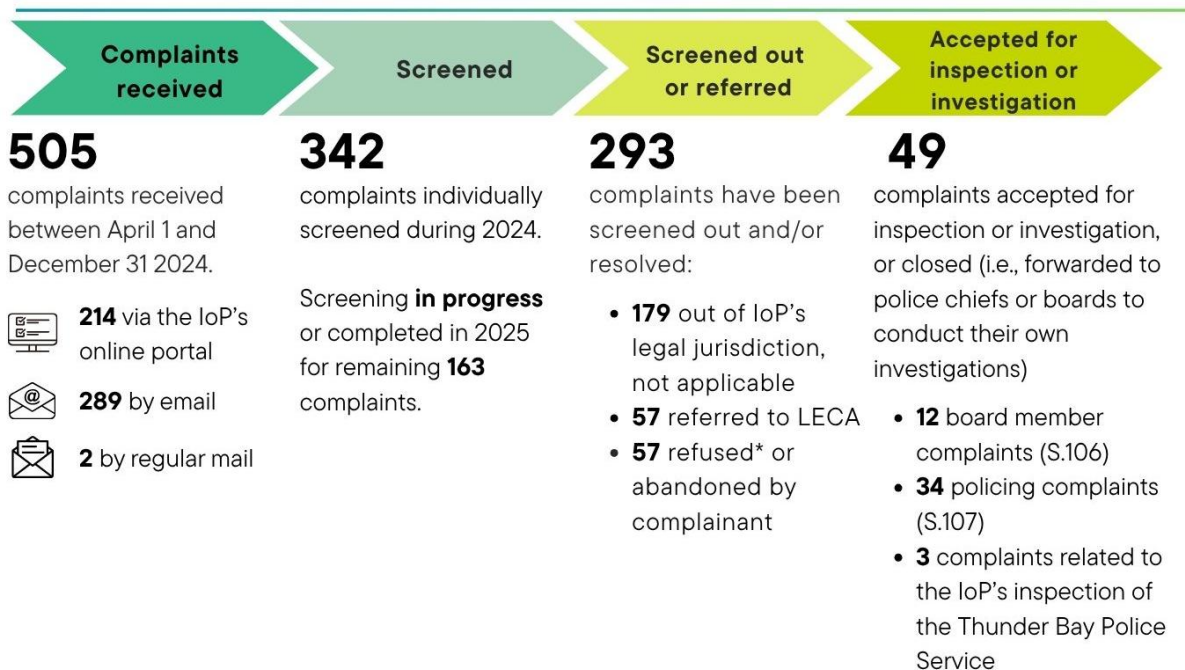


Inspectors prepare and submit a final findings report to the IG, who makes a **final determination** of whether misconduct or non-compliance has occurred. If so, the IG may impose **directions or measures** on the policing entity involved.



The IoP's Operations: 2024 Facts & Figures

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



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

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

Complaint-Based Inspection

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

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

Issue-Specific Inspection: Thunder Bay Police Service and Board

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

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

Directions Issued Under Section 125

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

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

Measures Imposed Under Section 126

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

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

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

Compliance with the CSPA

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

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

Additional Prescribed Matters

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

A Snapshot of the IoP's Work in 2024

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

Bridging Cultures: The Inspectorate's Commitment to Indigenous Policing



Building Strong Connections with the Policing Community



Forging National and Global Partnerships

Establishing Public Trust Through Transparency





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

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

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

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

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

“



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

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

”

Data Collection and Analytics Initiatives

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

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

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

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

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

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

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

Implementation of the IoP's Case Management System

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

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

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

Bridging Cultures: The IoP's Commitment to Indigenous Policing

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

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

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

“



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

-Ryan Teschner, Inspector General of Policing of Ontario

”

The First Nations Policing Liaison Unit:

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

Working Together with the Nishnawbe Aski Police Service and Board

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

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

A Focus on Culturally Responsive Training

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

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

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





Building Strong Connections with the Policing Community

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

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

“

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

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

”

Inspector General Tours Across Ontario

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

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

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

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



Supporting Change through Insights and Advice

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

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

“

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

- Al Boughton, Chair Ontario Association of Police Service Boards

”

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

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

“

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

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

”



Forging National and Global Partnerships

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

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

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

“



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

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

”



Establishing Public Trust Through Transparency

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

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

“



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

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

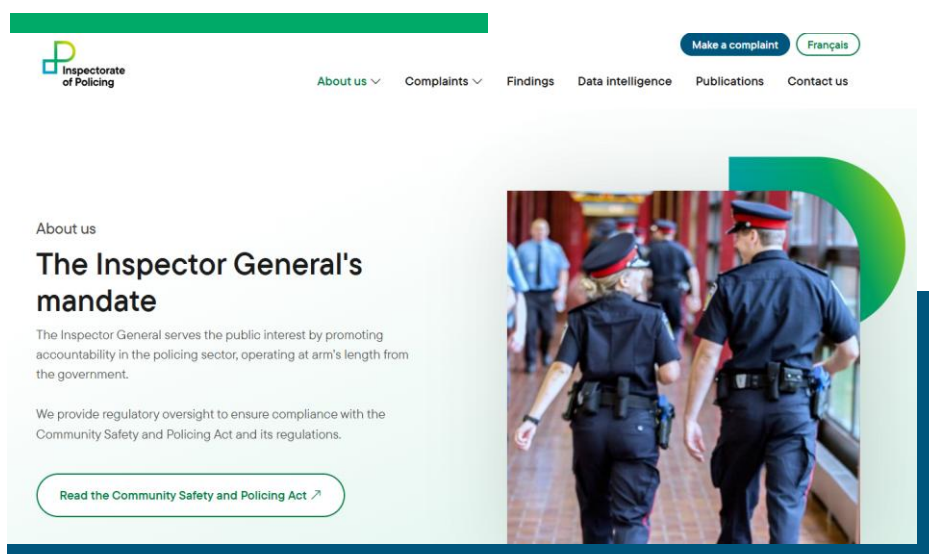
”

Empowering Public Engagement through the IoP's Digital Presence

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

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

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



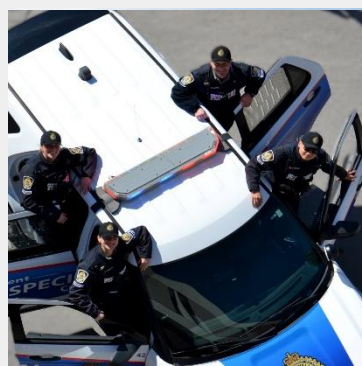
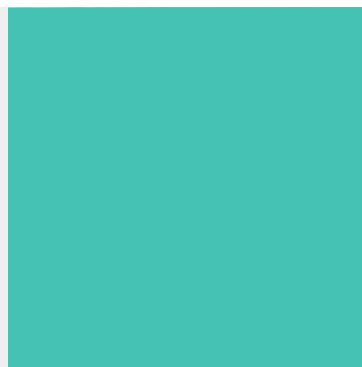
Keeping the Public Informed through the Media

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

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

The State of Policing in Ontario

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



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

What We Heard from the Policing Sector



Successes, Opportunities and Challenges

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

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

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

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



First Spotlight Report: Policing of Protests of Major Events

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

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

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

The Findings and Recommendations

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

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

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

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



Highlights of the Spotlight Report's findings include:

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

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

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

“

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

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

”

Future Spotlight Reports

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



What We Heard from the Policing Sector

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

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

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

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

Officer Wellness and Resource Strain

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

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



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



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



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



Officer Wellness and Resource Strain



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

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



EOSCTC
EASTERN ONTARIO
SPECIAL CONSTABLE
TRAINING CENTRE

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

A Unified Crisis Response is Needed for Vulnerable Communities

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

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

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

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



St. Thomas Police Service's CRU-SADER Youth

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

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



A Unified Crisis Response is Needed for Vulnerable Communities

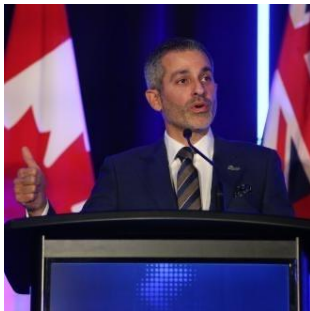


The Toronto Police Service Mobile Crisis Intervention Team (MCIT) partners specially trained police officers with mental health nurses from six healthcare networks and hospitals across the city. The program consists of 25 police officers, and 35 full-time, part-time, and casual mental health nurses,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



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

“



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

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

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

”

Repeat Offenders and Judicial Processes

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

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

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

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



Joint BCWA unit with Windsor and LaSalle Police Services.

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

Repeat Offenders and Judicial Processes



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

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

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



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

Financial and Operational Challenges to Modernize Policing

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

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



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



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



Financial and Operational Challenges to Modernize Policing



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



Staffing Strain and Need to Better Meet Growing Diversity in Communities

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

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

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



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

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

Staffing Strain and Need to Better Meet Growing Diversity in Communities



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



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

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

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

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

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



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

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

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

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



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



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



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



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

Looking Ahead

The IoP's 2024-2027
Strategic Plan

Establishing
the IoP's
'Centre of
Excellence'

Building a
Policing
Performance
Measurement
Framework



Transforming
Compliance:
Releasing our
Enhanced
Monitoring
Framework

Preparing for a
Thematic
Inspection:
Police Response
Times

Enhancing
Border Safety:
Monitoring
Ontario Police
Operations



The IoP's 2024-2027 Strategic Plan

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

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

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

We will serve the public interest

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

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

Establishing the IoP's 'Centre of Excellence'

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

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

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

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

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

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

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

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

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

Building a Policing Performance Measurement Framework

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

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

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

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

“



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

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

”

Transforming Compliance: Releasing our Enhanced Monitoring Framework

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

Our Police Services Advisors work to ensure that:

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

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

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

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

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

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



Preparing for a Thematic Inspection: Police Response Times

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

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

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

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

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

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

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

“



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

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

”

Enhancing Border Safety: Monitoring Ontario Police Operations

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

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

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





Acknowledgements

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

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

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

777 Bay Street, 7th Floor
Toronto, ON M5G 2C8
Tel: +1-416-314-4130 or 1-888-333-5078
www.loPOntario.ca

*Improving policing performance
to make everyone in Ontario safer*

Follow us on our social media channels [X](#) and [LinkedIn](#)

Ce rapport est aussi disponible en français



**GREY BRUCE OPP DETACHMENT BOARD
CONSEIL DU DÉTACHEMENT DE GREY BRUCE
DE LA POLICE PROVINCIALE**

GREY BRUCE OPP DETACHMENT
DÉTACHEMENT DE GREY BRUCE DE LA POLICE PROVINCIALE

Grey Bruce OPP Detachment Board
177964 Grey Road 18, Owen Sound, ON N4K 5N5

July 17, 2025

The Honourable Doug Ford, MPP

Premier of Ontario

Legislative Building

Queen's Park

Toronto ON M7A 1A1

Sent via email: Premier@ontario.ca

The Honourable Doug Downey

Attorney General of Ontario

c/o Ministry of the Attorney General

McMurtry-Scott Building

720 Bay Street, 11th floor

Toronto, Ontario M7A 2S9

Sent via email: Doug.Downey@ontario.ca

**Re: Appeal to the Ministry of the Solicitor General for Reinstatement of
Provincial Funding**

Dear Premier and Minister,

Please be advised that at its June 24th, 2025, Board Meeting, the Grey Bruce OPP Detachment Board passed the following resolution:

OPP2025-023

Moved By: Member Carol Reaney

Seconded By: Member Monic Singh Soares

Approved

Whereas under the former Police Services Act, 1990, municipalities received provincial grant funding to offset the costs associated with the appointment of provincial representatives to local police services boards;

And whereas the Community Safety and Policing Act, 2019 (CSPA) came into effect on April 1, 2024, consolidating multiple individual police services boards into regional OPP Detachment Boards, thereby streamlining governance across jurisdictions;

And whereas the establishment of Detachment Boards under the CSPA has resulted in a reduction in the number of provincial appointees required in OPP-policed municipalities, yielding cost savings for the Province of Ontario;

And whereas the CSPA was designed to enhance community engagement and local governance in policing, yet the withdrawal of provincial funding undermines this intent by shifting the financial burden entirely onto municipalities and local taxpayers;

And whereas during the development of both the 2024 and 2025 Board budgets, it was understood that provincial funding would be provided in support of Detachment Board operations;

And whereas it has since been confirmed that the Province will not be providing the anticipated contribution of \$6,600, a figure previously expected as part of ongoing provincial support;

Now therefore be it resolved:

1. That a formal request be submitted to the Premier of Ontario and the Ministry of the Solicitor General, respectfully requesting the reinstatement of the annual \$6,600 in funding to support the ongoing operations and governance of the Grey Bruce OPP Detachment Board; and
2. That a copy of the letter be circulated to all participating municipalities within the Detachment Board area, all Municipal Councils and Police Services Boards throughout Ontario, as well as to the Member of Parliament (MP) and Member of Provincial Parliament (MPP) for Grey Bruce—Owen Sound.

Sincerely,

Jodi Ward




Jodi Ward

Board Administrator

✉ jward@georgianbluffs.ca | ☎ 519-376-2729 ext. 601

CC: All participating municipalities within the Detachment Board area
All Ontario Municipal Councils
All Police Services Boards throughout Ontario via OAPSB distribution

Paul Vickers, MPP — Bruce-Grey-Owen Sound
Alex Ruff, MP — Bruce-Grey-Owen Sound

 www.georgianbluffs.ca |  519-376-2729 |  info@georgianbluffs.ca

Solicitor General

Office of the Solicitor General

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

Solliciteur général

Bureau du solliciteur général

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



132-2025-2199

By email

August 11, 2025

James Henry Maudsley

**APPOINTMENT TO O.P.P. Detachment Board**

Pursuant to section 67 of the *Community Safety and Policing Act, 2019*, and Ontario Regulation 135/74 made under that Act,

James Henry Maudsley

Is hereby appointed as a member of the Middlesex O.P.P. Detachment Board, Municipality of Adelaide Metcalfe, Lucan Biddulph, Middlesex Centre, Newbury, North Middlesex, Southwest Middlesex and Thames Centre to serve at the pleasure of the Solicitor General for a period not to exceed two (2) years, effective from the date of this appointment, and can be revoked at any time.

Please note that as a member of the board you are required to successfully complete training on the role of an O.P.P. Detachment Board and the responsibilities of members of a board or committee prior to exercising your powers or performing your duties. Additionally, within six months of the date this appointment is effective, you must successfully complete training with respect to human rights and systemic racism and training that promotes the recognition of and respect for the diverse, multiracial and multicultural character of Ontario society, and the rights and cultures of First Nation, Inuit and Métis Peoples.

You will receive an email from opc.registrar@ontario.ca with information on how to access this training.

You will be remunerated in accordance with section 7 of Ontario Regulation 135/24, O.P.P. Detachment Boards.

We expect that you will be committed to the principles and values of public service and to perform your duty with integrity.

James Henry Maudsley
Page 2

Should you have any questions, please contact Gita Ramburuth, Appointments Officer,
gita.ramburuth@ontario.ca or (437) 245-3666.

I am very pleased that you have taken on this important responsibility to serve the people of Ontario.

Sincerely,

A handwritten signature in blue ink, appearing to read "Michael S. Kerzner", with a stylized flourish at the end.

The Honourable Michael S. Kerzner
Solicitor General

c: Deputy Mayor John Brennan, Deputy Mayor
Municipality of Middlesex Centre

Ron LeClair, Police Services Advisor
Inspectorate of Policing

Gita Ramburuth, Appointments Officer
Public Safety Division

Registrar
Ontario Police College