



TOWN OF COLLINGWOOD

Collingwood OPP Detachment Board Agenda

Friday, May 9, 2025, 9:00 a.m.

Town Hall, Second Floor, Braniff Room

97 Hurontario Street, Collingwood, ON

Pages

1. **Call to Order**

The Collingwood OPP Detachment Board acknowledges its meeting is being hosted from the Traditional Territory of the Anishinabek Nation. We acknowledge the regional legacy and history of all First Nations. Further we give thanks for the traditional keepers of this land.

2. **Adoption of Agenda**

Recommendation:

THAT the content of the agenda for the Collingwood OPP Detachment Board meeting for May 9, 2025 be adopted as presented.

3. **Declarations of Pecuniary Interest**

4. **Adoption of Minutes**

4 - 10

Recommendation:

THAT the minutes of the regular meeting of the Collingwood OPP Detachment Board held on January 16, 2025 be approved as presented.

5. **Business Arising from the Previous Meeting**

6. **Deputations**

7. **Financial Update**

11 - 11

Recommendation:

THAT the Financial Update be received.

8. **Reports**

8.1 Detachment Commander Quarterly Policing Report, Detachment Commander Licharson

8.2 Community Observations (how is policing going in the community)

9. **Community Input Process to Support the Development of the OPP Action Plan**

2026-2029

- 9.1 Collingwood OPP Detachment Process and Timing, Detachment Commander Licharson
- 9.2 Collingwood OPP Detachment Board Community Input Process and Timing
- 9.3 Town of Collingwood Feedback on draft OPP Strategic Plan

Staff Report C2025-06 titled Council Input for the Development of the 2026-2029 Collingwood & The Blue Mountains OPP Detachment Action Plan (approved by Council on April 28, 2025) <https://pub-collingwood.escrimemeetings.com/filestream.ashx?DocumentId=4843>

- 9.4 Community Engagement Approach in Developing a Priorities Plan, Municipal staff and Detachment Commander Licharson
- 9.5 Farmers Market Date for Board Member Booth

10. Other Business

- 10.1 Approval of the Name of the Collingwood OPP Detachment Board

*requirement of OAPSB

Recommendation:

Whereas as outlined in Ontario Regulation 135/24, this Board is an OPP Detachment Board in the geographical area serviced by the Collingwood O.P.P. Detachment;

Therefore be it resolved 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 the Collingwood OPP Detachment Board.

- 10.2 Discussion: Preparation and Timing of Annual Report to Council

Required to report to Council by June 30

- 10.3 Update: Detachment Board Commendation Program

**Communications Staff to attend*

- 10.3.1 Template of the Commendation Certificate and Standard Operating Procedure to Support its Implementation

- 10.4 Update: Draft MOU, Amanda Pegg, Executive Director, Corporate and Customer Services

- 10.5 Update: Board Insurance, Becky Dahl, Manager, Legislative Services

- 10.6 Discussion: Routine updates at Council-Committee of the Whole meetings

- 10.7 Community Safety and Well-Being Plan: Resident Survey

Community Safety and Well-Being Plan: Resident Survey is available

online: <https://simcoe.ca/residents/community-services/community-safety-and-well-being/south-georgian-bay-and-springwater-community-safety-and-well-being-plan/>

Survey will run from April 28th to May 9th. Survey:
<https://www.surveymonkey.com/r/SouthGeorgianBayandSpringwaterCSWBPlan>

11. Correspondence

Recommendation:

THAT the Collingwood OPP Detachment Board receive the Correspondence List as provided.

11.1 March 27th OAPSB Zone 3 Meeting Attachments

11.1.1	Intensive Serious Violent Crime Team (ISVBT) Presentation	12 - 16
11.1.2	Inspectorate of Policing Zone Update	17 - 23
11.1.3	OAPSB Zone 3 Update	24 - 38
11.2	Inspector General Memo #4: Release of the Inspectorate of Policing's Strategic Plan	39 - 63

12. Next Meeting

- 12.1 Wednesday June 18, 2025 at 9:00am (joint meeting with the Town of the Blue Mountains)
- 12.2 Thursday July 17, 2025 at 9:00AM
- 12.3 Thursday October 16, 2025 at 9:00AM

13. Adjournment



TOWN OF COLLINGWOOD

Collingwood OPP Detachment Board

January 16, 2025, 9:00 a.m.

FreeSchools World Literacy Community Room and by Videoconference
Collingwood Public Library, First Floor, 55 Ste. Marie Street, Collingwood

Members Present: Claire Tucker-Reid, Chair
Councillor Kathy Jeffery
Mayor Yvonne Hamlin
Member Michael Edwards

Members Absent: Member Anthony Griffiths

Staff Present: Loris Licharson, OPP Detachment Commander
Sonya Skinner, CAO

Others: Jenny Haines, Administrative Coordinator

1. Call to Order

Chair Tucker-Reid called the meeting to order at 9:00am. Mayor Hamlin provided recognition and acknowledgement of the traditional territory of the Indigenous peoples.

2. Adoption of Agenda

OPP-001-2025

Moved by: Member Michael Edwards

Seconded by: Councillor Kathy Jeffery

THAT the content of the agenda for the Collingwood OPP Detachment Board meeting for January 16, 2025 be adopted as presented.

CARRIED

3. Declarations of Pecuniary Interest

None.

4. Election of Chair and Vice Chair

Coordinator Haines reviewed the election process and called for nominations for the position of Chair of the Collingwood OPP Detachment Board. Nominations

were brought forward for Claire Tucker-Reid. Coordinator Haines called a second time for nominations for the position of Chair. There being no other nominations for the position of Chair, Coordinator Haines closed the election. Claire Tucker-Reid accepted her nomination and was therefore acclaimed as Chair of the Collingwood OPP Detachment Board.

Coordinator Haines called for nominations for the position of Vice Chair of the Collingwood OPP Detachment Board. Nominations were brought forward for Councillor Kathy Jeffery. Coordinator Haines called a second time for nominations for the position of Vice Chair. There being no other nominations for the position of Vice Chair, Coordinator Haines closed the election confirming that Councillor Kathy Jeffery has accepted the nomination and was therefore acclaimed as Vice Chair of the Collingwood OPP Detachment Board.

5. Adoption of Minutes

OPP-002-2025

Moved by: Councillor Kathy Jeffery

Seconded by: Mayor Yvonne Hamlin

THAT the minutes of the regular meeting of the Collingwood OPP Detachment Board held on October 17, 2024 and the Joint Collingwood and Town of the Blue Mountains OPP Detachment Boards meeting held December 13, 2024, be approved as presented.

CARRIED

6. Business Arising from the Previous Meeting

None.

7. Deputations

None.

8. 2025 Financial Billing Statement

CAO Skinner provided the Board with an overview of the 2025 Financial Billing Statement confirming that there is a formula associated with the billing and that each variable is calculated differently based on the municipality. Mayor Hamlin noted that she has sent correspondence to the Solicitor General regarding the additional costs that Collingwood is responsible for as a result of having a Provincial Court in Town. CAO Skinner confirmed that any municipality with a Court is billed for the court security costs, regardless of usage by other municipalities.

Chair Tucker-Reid requested this item be added to an upcoming agenda, to ensure follow-up or response regarding the correspondence sent by Mayor Hamlin.

OPP-003-2025

Moved by: Councillor Kathy Jeffery

Seconded by: Member Michael Edwards

THAT the 2025 Financial Billing Statement be received.

CARRIED

9. Reports**9.1 Detachment Commander Quarterly Policing Report, Detachment Commander Licharson**

Detachment Commander Licharson introduced the Board to A/S/Sgt Mark Stadig and A/Sgt Andrew Thomas.

Detachment Commander Licharson provided a high level review of the 2024 Forth Quarter OPP Detachment Board Report noting statistics on collision reporting, recruitment, officer training, mental health response unit, auxiliary unit statistics, investigations, theft regarding vehicle break-ins and festive rides.

Detachment Commander Licharson noted awards and recognition presented to officers at the Central Regional Awards Ceremony and answered questions from the Board regarding whether the need for auxiliary officers impacts Staff levels and resources; how the Board could assist with promoting the need for Auxiliary Officers; and clarification on the acronym FTF.

Detachment Commander Licharson provided an overview on trending statistics noting the increase in the intimate partner violence category could be due to more fulsome data being collected. Detachment Commander Licharson answered questions from the Board regarding whether the OPP are doing anything from a preventative standpoint to prevent an increase in intimate partner violence; that the numbers regarding distracted driver offenses seem low and if there are challenges to pressing charges regarding this specific offence.

Vice-Chair Jeffery assumed the role of Chair at this time.

OPP-004-2025

Moved by: Claire Tucker-Reid

Seconded by: Mayor Yvonne Hamlin

THAT the Collingwood OPP Detachment Board offer sincere gratitude and recognition to detachment members P/Cst Rob Light and D/Cst Mark Smith who each received a Commissioner's Commendation for Lifesaving and a St John's Ambulance Award for their part in saving the lives of two individuals;

AND THAT the Collingwood OPP Detachment Board offer sincere gratitude and recognition to detachment member D/Sgt Jason Lloyd who received a Commissioner's Commendation for Outstanding Investigation for his part in a fatal fail to remain collision, that occurred in Springwater Township in 2018.

CARRIED

Mayor Hamlin left the meeting at this time.

Chair Tucker-Reid assume the role of Chair at this time.

10. Other Business

10.1 School Resource Officers Programs in Ontario Update, Detachment Commander Licharson

Detachment Commander Licharson provided the Board an update on the School Resource Officer Program. Detachment Commander Licharson noted that the program has seen success; that there is a lot of training that goes with the position; that the program is still on-going and that a consistent job description is required for the role.

Detachment Commander Licharson noted that although the recommendation report is not published at this time, he would, at the request of the Chair, provide a copy to the Board for review so the Board can see how the School Resource Officer has made an impact at the schools in Collingwood.

10.2 Review of the Updated School Board / Police Protocol, Detachment Commander Licharson

Detachment Commander Licharson provided the Board with a review of the updated School Board / Police Protocol noting the goals of the protocol and Provincial expectations. Detachment Commander Licharson confirmed that an update is required due to the changes in legislation and that there were minor changes operationally. Detachment Commander Licharson confirmed that the policy can be found on the School Boards website.

Detachment Commander Licharson answered questions from the Board regarding the role that the Board has with these protocols; if there is a role for the Board to work with the School Board and the OPP to set policy related to how policing is carried out in communities; and if there is a potential source for future engagement.

10.3 Summary of Satisfaction Levels with Local Policing, Detachment Commander Licharson

Detachment Commander Licharson provided an overview and summary of the results obtained from the satisfaction survey that went out to residents regarding local policing. Detachment Commander Licharson noted that a

research company was retained to administer the survey and that there was over 400 responses received by residents of Collingwood and the Town of The Blue Mountains.

Detachment Commander Licharson confirmed that he is pleased with the results, information and take-aways. Detachment Commander Licharson answered questions from the Board regarding where the report and information is kept; what the OPP will do next with the information obtained; if the results of the survey have an impact on the Board's priorities; and if the results impact the work of the OPP.

10.4 Defining the OPP Detachment Board Priorities – Discussion Regarding a Process (Chair Tucker-Reid)

Chair Tucker-Reid noted the importance of defining the OPP Detachment Boards priorities and asked Detachment Commander Licharson if a process to set priorities has been defined and if he feels the Board should start the process in order to be prepared to move forward. Detachment Commander Licharson noted that a timeline will be outlined in the next version of the OPP's Strategic Plan and confirmed he is unaware of what other Board's are doing at this time.

Board members discussed the notion of defining a process, reviewing best practices, using trends from statistics and survey results and working with community groups as a focus to begin the process. Board members noted the importance of working with the OPP on this and ensuring that Board priorities are evidence based.

Detachment Commander Licharson confirmed that he would reach out to the OPP's Corporate Communication Strategists to see how best this initiative can be supported.

Chair Tucker-Reid volunteered to reach out to the Ontario Association of Police Services Boards and craft a process for consideration at the upcoming meeting. CAO Skinner confirmed she would provide Chair Tucker-Reid with the Town's Strategic Plan and survey results regarding residents priorities within the community.

10.5 Process to Develop a Service Level Agreement between the OPP Detachment Board and the Town of Collingwood (Staff Designate)

CAO Skinner noted that the Town currently has a Memorandum of Understanding with the Collingwood Downtown BIA Board of Management and suggested that a Service Level Agreement be established between the OPP Detachment Board and the Town as well. CAO Skinner noted that the framework of the agreement would be reviewed by the Board and it would be brought forward at the next meeting for consideration.

10.6 Update Regarding a Private Members Bill - Student Resource Officers in Ontario Schools (Chair Tucker-Reid)

Chair Tucker-Reid noted that the Private Members Bill regarding Student Resource Officers in Ontario Schools has received its second reading in the Provinces legislative process and would typically go out for public comment. Chair Tucker-Reid noted that privately funded schools are encouraged to have Student Resource Officer's and that she brought this matter to the Boards attention for their information only.

10.7 Draft Detachment Board Commendation Program (Chair Tucker-Reid)

Chair Tucker-Reid briefed the Board on the purpose and the criteria regarding the Collingwood OPP Detachment Board Recognition Program. There were no changes to the draft document requested by the Board.

CAO Skinner confirmed that Staff can assist in the development of the on-line application and process applications. Chair Tucker-Reid confirmed that the promotion of the program will be discussed at the April Board meeting.

10.8 2025 Spring Conference and Annual General Meeting

The Board discussed the upcoming OAPSB 2025 Spring Conference and AGM taking place in London, ON., on June 3 - 5. It was suggested that Member Griffiths and Member Edwards participate. Coordinator Haines confirmed she would follow-up with both Board Memebtrs to confirm attendance and coordinate registration.

11. Community Observations (how is policing going in the community)

11.1 Safety of the Collingwood Public Transit Depot (Member Griffiths)

Vice-Chair Jeffery asked Staff for confirmation on whether the Transit Terminal is an official warming center. CAO Skinner confirmed that it is not an official warming center. CAO Skinner noted that paid security at the Transit Terminal has been increased and that the OPP are aware of the concerns regarding the building and are present given their operational ability.

Vice-Chair Jeffery suggested that clear communication be put forward regarding the officially designated warming centers in Town, noting that the Transit Terminal should not be described as such. Detachment Commander Licharson noted that although the Transit Terminal is not advertised as a warming center, it is still going to be used as one and if there are no offences happening, the OPP cannot enforce the removal of people, but only encourage the use of supports available.

Chair Tucker-Reid asked Staff if there is a homelessness strategy in place for the Town of Collingwood. CAO Skinner noted that although the Town does not take a leadership role, she will be attending a joint meeting with Simcoe County and the OPP to discuss the Town's advocacy role in support of the services that are provided in Town.

Chair Tucker-Reid questioned if the Town is doing enough as a collective. CAO Skinner noted that the concern is warranted, but that Town cannot take the lead on its own and must must work with regional partners for support.

12. Correspondence

OPP-005-2025

Moved by: Councillor Kathy Jeffery

Seconded by: Member Michael Edwards

THAT the Collingwood OPP Detachment Board receive the Correspondence List as provided.

CARRIED

12.1 Support for Crime Stoppers of Grey Bruce

Vice-Chair Jeffery asked if Crime Stoppers of Simcoe County are still operational. Detachment Commander Licharson confirmed that he would reach out to Crime Stoppers of Simcoe County to confirm the status of their organization and determine if they are still operating and if they are in need of any support.

13. Next Meeting

The next meeting of the Collingwood OPP Detachment Board is scheduled for Thursday, April 17, 2025 at 9:00AM.

Future meeting dates:

Thursday, July 17, 2025 at 9:00AM

Thursday, October 16, 2025 at 9:00AM

Member Edwards confirmed he is unable to attend the meeting of April 17, 2025 and has asked for consideration to meet at another date.

14. Adjournment

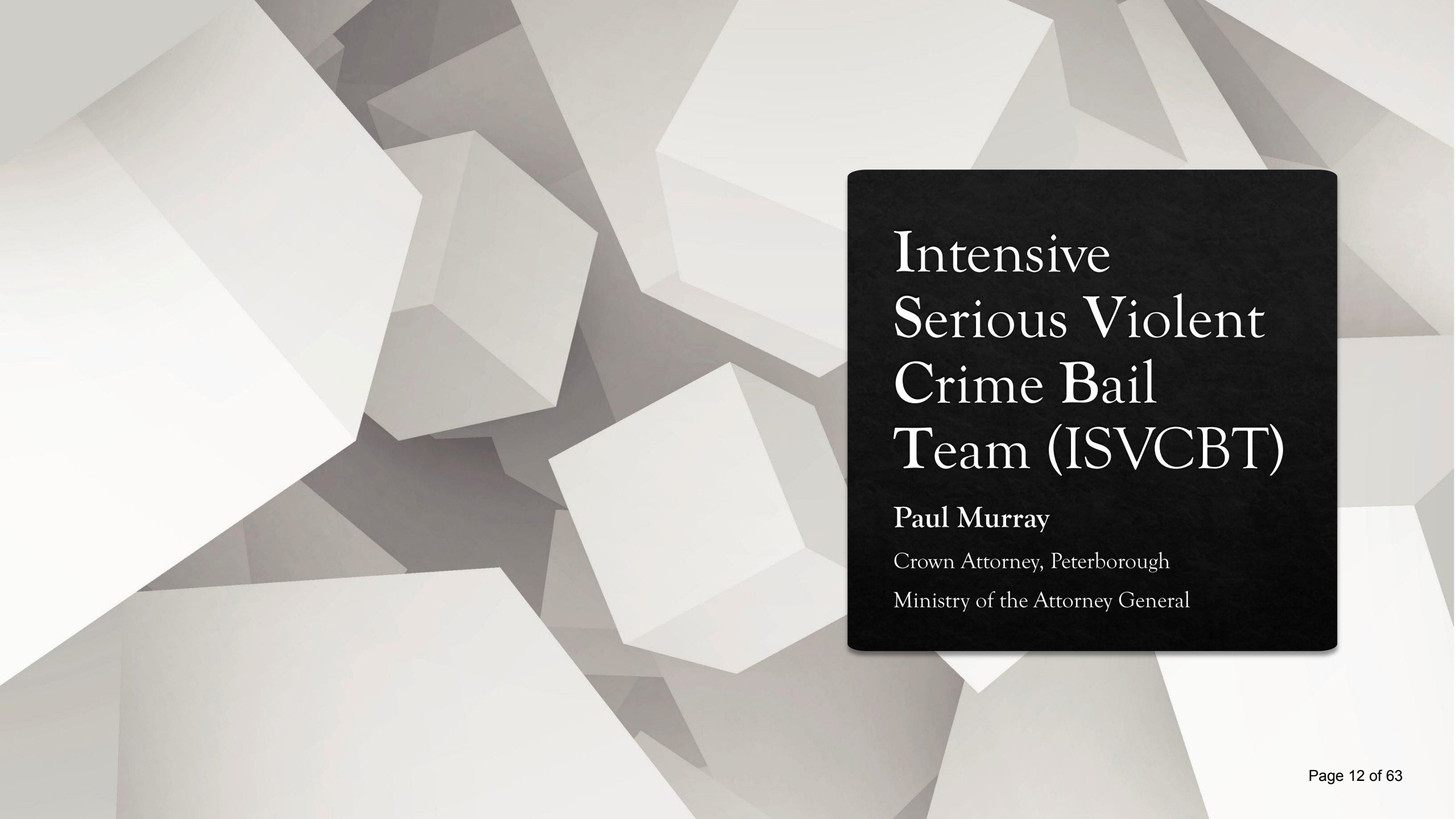
Moved by: Vice Chair Jeffery

THAT the Collingwood OPP Detachment Board meeting be hereby adjourned at 10:52 a.m. **CARRIED**

Chair

Policing - Dept 200-2100

	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2024 Budget	2025 Actual YTD March-25	2025 Budget
Revenues												
Expense Recoveries	\$ -	-\$ 7,357	-\$ 5,143	-\$ 286	-\$ 259	\$ 525	\$ -	\$ -	-\$ 1,906	\$ -	\$ -	\$ -
Other Municipalities	- 13,000	- 6,500	- 6,500	- 6,500	- 6,500	-	- 13,000	- 6,500	-	- 6,500	-	- 6,500
Permits	- 24,445	- 24,938	- 26,039	- 32,537	- 6,601	-	-	- 20,172	- 38,621	- 25,000	- 9,767	- 25,000
Provincial Funding	- 36,000	- 36,000	- 42,971	- 43,217	- 52,658	- 35,811	- 37,665	- 40,975	- 122,574	- 41,500	- 21,078	- 161,500
Provincial Offenses Act	- 168,258	- 146,456	- 89,073	- 125,357	- 27,232	- 15,150	- 5,469	- 32,511	- 72,207	- 120,000	- 48,515	- 50,000
Total Revenues	-\$ 241,703	-\$ 221,251	-\$ 169,726	-\$ 207,898	-\$ 93,250	-\$ 50,436	-\$ 56,135	-\$ 100,158	-\$ 235,308	-\$ 193,000	-\$ 79,360	-\$ 243,000
Expenses												
Contracted Services	\$ 4,838,695	\$ 4,895,756	\$ 4,858,663	\$ 4,960,953	\$ 5,128,397	\$ 5,390,839	\$ 5,216,019	\$ 5,015,862	\$ 5,446,963	\$ 5,169,613	\$ 1,302,130	\$ 6,032,013
COVID Expenses							22,127	-	-	-	-	-
Court Expenses	1,750	1,347	1,071	2,706	1,160	1,309	508	1,134	1,773	2,500	460	2,500
OPP Kids Program	- 0	-	- 0	0	3,028	-	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-	-	-	-	-	643	3,758
Insurance	9,855	6,938	7,164	8,595	7,863	10,437	10,677	13,166	10,764	11,892	12,979	11,892
Janitorial Contract	32,604	32,848	38,429	35,984	30,640	30,784	- 31,313	43,452	34,793	45,000	8,621	40,000
Janitorial Supplies	6,690	3,964	3,375	2,713	3,777	2,730	3,126	3,715	3,694	3,432	876	3,432
Natural Gas	6,294	8,279	8,803	8,001	8,822	9,337	9,948	9,789	6,976	13,933	3,441	13,933
Police Services Board	761	1,426	2,938	1,401	2,581	5,237	3,555	4,683	7,292	7,000	3,771	30,000
Repairs & Maint - Building	40,516	29,609	34,806	46,918	30,021	34,193	43,395	33,234	35,967	25,400	11,360	25,400
Repairs & Maint - Equipment	1,090	635	1,088	-	-	-	-	-	-	2,500	-	2,500
Replacement Equipment	500	-	-	-	-	-	-	-	-	-	-	-
RIDE Program	7,490	13,851	16,716	13,576	10,204	15,579	9,806	13,483	9,729	-	-	-
Salaries - Allocated	-	-	-	-	-	-	-	-	-	-	1,773	15,539
Shared Costs	12,537	19,360	13,534	754	743	751	819	893	936	10,200	236	10,200
Sundry	387	623	100	-	-	-	- 2,503	-	-	1,000	-	1,000
Telephone	2,997	-	-	-	-	-	-	-	-	-	-	-
Utilities	43,738	36,527	34,673	32,107	28,427	28,349	27,898	29,405	34,507	30,000	11,717	30,000
Total Expenses	\$ 5,005,903	\$ 5,051,163	\$ 5,021,360	\$ 5,113,706	\$ 5,255,664	\$ 5,529,546	\$ 5,314,061	\$ 5,168,815	\$ 5,593,394	\$ 5,322,470	\$ 1,358,008	\$ 6,222,167
Net (Surplus)/Deficit	\$ 4,764,201	\$ 4,829,913	\$ 4,851,634	\$ 4,905,809	\$ 5,162,414	\$ 5,479,110	\$ 5,257,926	\$ 5,068,657	\$ 5,358,086	\$ 5,129,470	\$ 1,278,648	\$ 5,979,167



Intensive Serious Violent Crime Bail Team (ISVCBT)

Paul Murray

Crown Attorney, Peterborough

Ministry of the Attorney General



Eligibility for ISVCBT:

- Firearms Offences
- Crimes of Violence resulting in serious bodily harm or death
- High Risk Offenders charged with crimes of violence
- Escalated Intimate Partner Violence
- Accused charged with breaching bail conditions while on release for serious violent crime offences

Enhanced Bail Packages

- 3-4 hours (on average) to compile
- Can include the following materials that are requested on a priority basis with arresting police force so they can be utilized during the bail hearing:
 - Detailed reports with respect to evidence seized
 - 911 calls, videos, photos of firearms and/or injuries of victim(s)
 - Transcripts/Reports from previous proceedings resulting in prior convictions
 - Arrest reports of previous charges demonstrating propensity to breach release orders, weapons prohibition orders, or commit violent offences
- Background materials provided by coordinated police agencies with respect to any proposed sureties (typically obtained from Peterborough Police Service, OPP, Durham Regional Police Service and Toronto Police Service)

Peterborough ISVCBT

❖ ISVCBT initiative commenced across Ontario in the fall of 2023

❖ As of March 19 2025:

- **7 young persons (YCJA)**
 - 1 relates to repeated car-jacking
 - 5 relate to firearms-related offences
 - 3 out of the 7 were released after contested bail hearings
 - 4 out of 7 currently remain in custody without seeking a bail hearing
- **51 Adults involving the following offences:**
 - Attempt murder
 - Homicide
 - Dangerous Driving Cause Death and Breach of Driving Prohibition Orders
 - Intimate Partner Violence – high risk factors
 - Shootings
 - Possession of firearms
 - Breaching release orders on outstanding serious charges

PETERBOROUGH ISVCBT

- ◆ Of 51 **Adult** ISVCBT matters:
 - ◆ 20 Completed Matters:
 - ◆ 4 adults had their charges stayed
 - ◆ 13 resolved while in custody without even seeking a bail hearing
 - ◆ 2 were detained after contested bail hearings
 - ◆ 31 adults remain active (still in system)
 - ◆ 18 – bail hearings not commenced
 - ◆ 4 were detained after bail hearings
 - ◆ 8 were released after contested hearings (4 have since returned to custody)
 - ◆ 1 was released on consent (co-accused, less involved)

Inspectorate of Policing

Zone Meeting Updates

March 2025

Agenda

1. Current Status: Public Complaints
2. Response Times
Research and Engagement
3. IOP Centre of Excellence
4. Quick Updates

Current Status: Public Complaints

- **Since April 1, 2024*, we have received 674 public complaints** in the following categories**:
 - Complaints regarding the delivery of adequate and effective policing in specific communities (22.9%);
 - Police service board member conduct (5.19%);
 - Board policy and/or chief's procedure complaints (8.60%);
 - Matters related to incidents prior to the CSPA coming into force (10.68%);
 - Disclosures of misconduct (0.89%); and,
 - Officer conduct issues (require referral to LECA) (29.37%).
- **Complaints received may be subject to different processes** or outcomes, including:
 - Subject to IoP investigations or issue-specific inspections;
 - Did not meet our mandate and screened out as no jurisdiction;
 - Referred to LECA under section 155 of the CSPA; or
 - Refusals under section 106(2) or 107(2) of the CSPA.
- Inspection Finding Reports resulting from an inspection will be posted on the IoP website.

*Complaints received are from April 1, 2024, to March 14, 2025.

**Percentages do not add to 100 as many complaints are multifaceted and fall into more than one category.

Response Times Research and Engagement

The IOP will engage with a selected municipal police services and the Ontario Provincial Police (OPP) to continue our response times research, fill in knowledge gaps and inform IOP's approach to a potential future inspection by identifying priorities and critical issues.

What?	Our goal is to gain first-hand knowledge on response times service delivery through open engagement and input of police service leaders and experts, including understanding variances in practice and process, challenges and opportunities for improvement.		
Who?	To ensure a representative perspective on police response times in Ontario, the IOP will engage large, medium, and small police services with varying populations (urban and rural) and geographic characteristics.	Durham Regional Peel Regional Niagara Regional Waterloo Regional Guelph Barrie Chatham-Kent	North Bay Owen Sound Gananoque Strathroy-Caradoc Sarnia OPP
How?	IOP team will engage with police service representatives onsite and ask questions to gather information about how services define, prioritize and measure response times for different types of calls (i.e., emergency, non-emergency), and how this information is used to inform dispatch models.		

Centre of Excellence: Current Concepts

Promoting research, collaboration and adoption of leading practices

Identify and advise on leading practices, including resources and information related to police governance and operations	Convene expertise and experience to support capacity building for police service boards and chiefs of police	Tackle common issues and identify actions to improve performance in collaboration with the policing sector	Create channels for ongoing sector input, subject matter expertise and advice on Inspectorate work
<p>Leverage Toronto Police Services Board's policy on critical points to provide IG advice on province-wide implementation.</p> <p>Continue to develop distribute IG memos to support compliance and recommend leading practice.</p> <p><i>Local knowledge for provincial benefit</i></p>	<p>Develop IOP Collaborative Advisory Model to create holistic, responsive supports for boards and chiefs that leverage peer networks and resources of the IOP, OAPSB and OACP.</p> <p><i>Provincial knowledge for local benefit</i></p>	<p>Develop and host annual IG roundtable that is issue-specific and action-oriented, with the goal of sharing research, trends, experiences and lessons learned to arrive at concrete next steps that will improve performance.</p> <p><i>Provincial/national knowledge for provincial benefit</i></p>	<p>Form Advisory Council to advise on the development and effective implementation of IOP initiatives, from research and data collection to inspections. Cross-sector membership will focus on ensuring IOP work adds the greatest value for the sector.</p> <p><i>Provincial knowledge for provincial benefit</i></p>

Share what's there



Look around corners

Quick Updates

Strategic Plan

Data Collection

Assessing A&E

POU Spotlight
Report

Questions?

OAPSB

2025 Planning for our Future

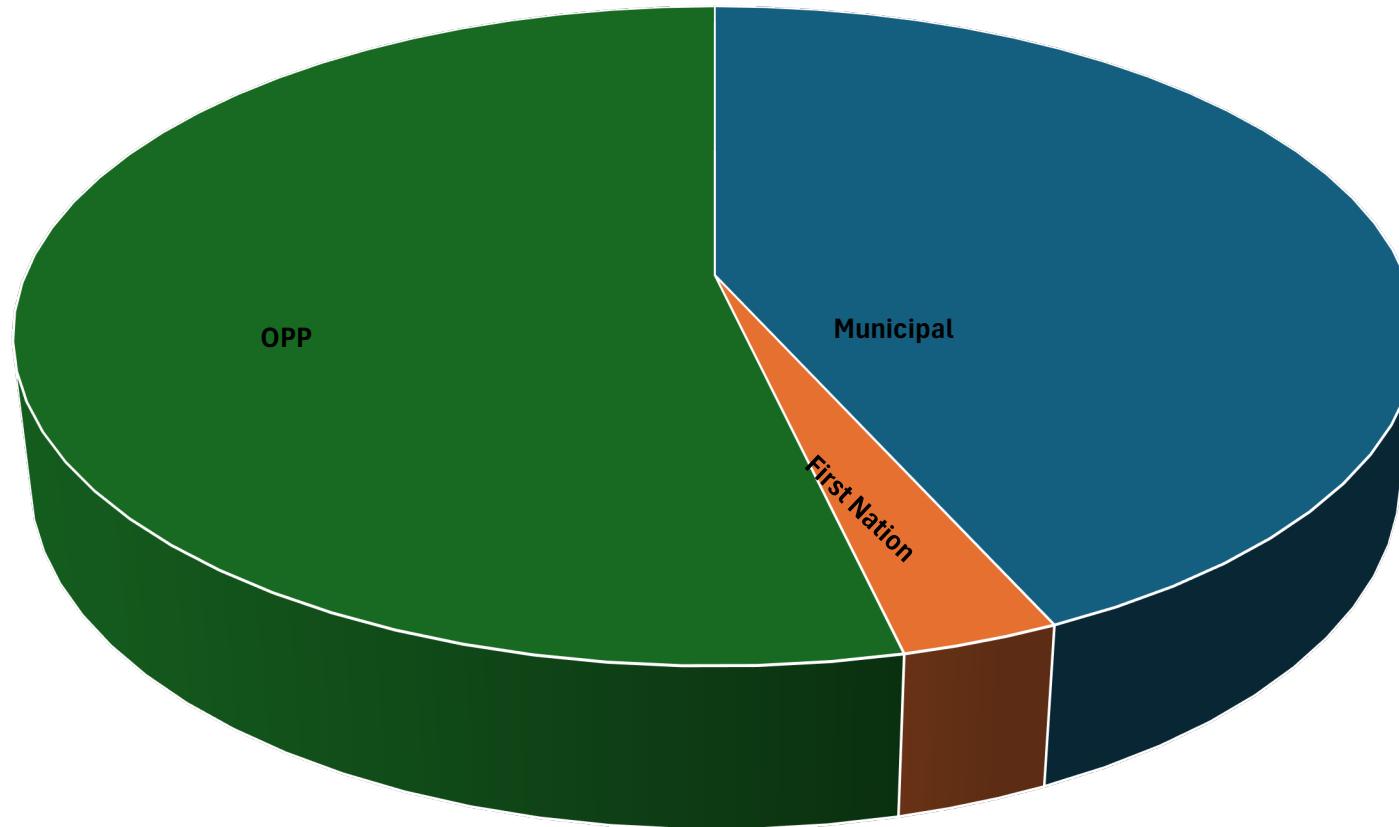
Lisa Darling
Executive Director

Preparing for 2025 and beyond

- Future Focused Review of Operations
 - Programs, processes and contracts
 - Capacity for Growth
 - New Records Management System
 - Implementation of new fee structure
- Developing plans for 2025 based on different scenarios

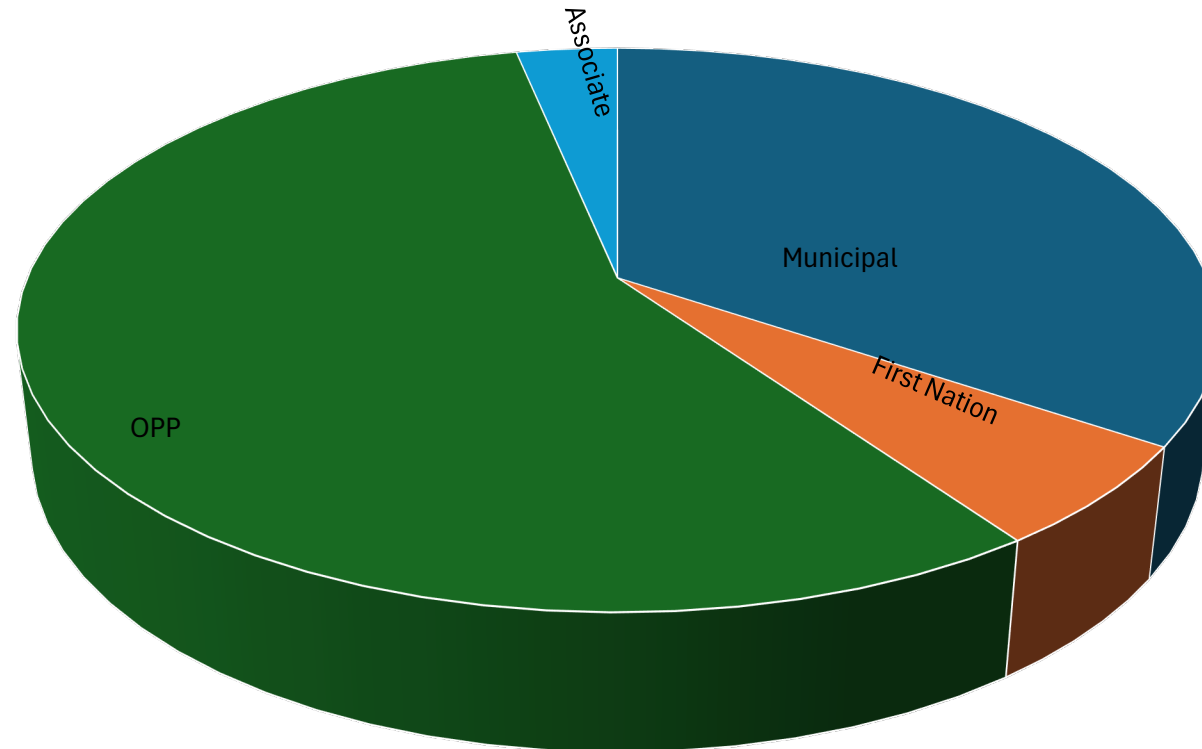
Breakdown of Current Membership

(Number of boards)



Breakdown if All Boards are Members

(Number of boards)



Rebranding of the OAPSB

Name Change? – Now is the time

- Leading into new SP Cycle (2026-2028)
- Making changes to our communications tools
- Name no longer representative of our entire membership
- What is our name telling the public
- Update at Spring Conference

2025 Communications Plan

- Website and technology
- Partnerships
- Staffing
- Professional Quarterly Newsletter commencing end of this month
- Presentations at sector and partner events
- Strengthening zones

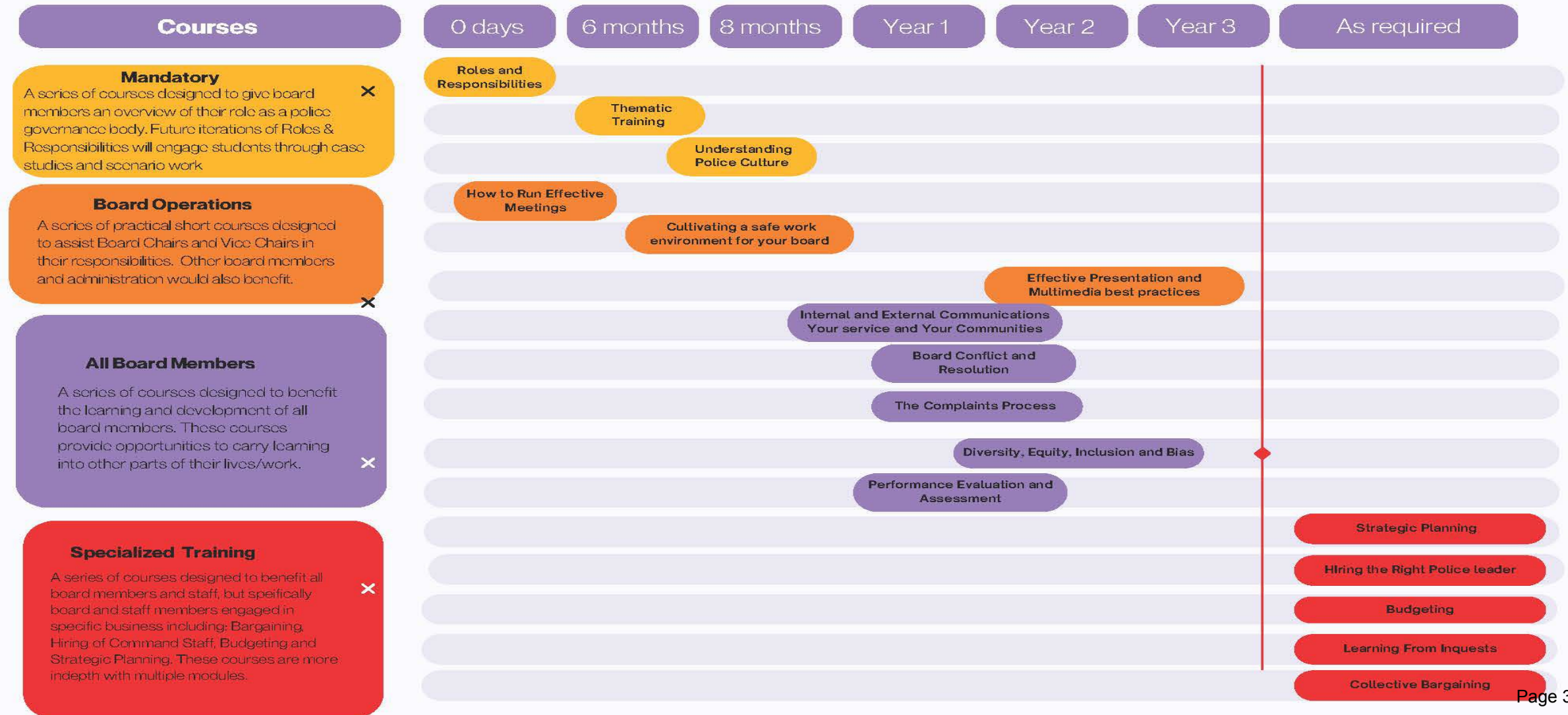
Training Plan

- Plan Developed
- First two courses under development for all members
- Course Training Standard completed
- 17 courses identified for board members and staff
 - Implementation schedule dependent on funding
 - Hoping to know more about this soon- Should have a detailed update by the spring conference

Police Board Training Plan

2025-2028

The below journey map outlines the best case scenario for the education schedule for board members. We anticipate that board members will take longer than the recommended process. In some cases, the order and timing of specific courses is provided to ensure the learner gets the most out of the course as designed. Course descriptions will include recommended prerequisites. Additional courses will be added as needs are identified.



2025 Additional Projects Underway

- Webinar series planning in partnership with the CAPG – commencing in 2026
- Recruitment initiative
- WSIB White Paper
- Better Bargaining Outcomes (LRIS)
- Policy Manual for OPP Detachment Boards

OPP Detachment Boards

- Reminder of drop-in sessions – Third Tuesday and Third Thursday of every month (for everyone, but noticing more Detachment Board members attending)
- For staff and board members
- Attend board meetings, training sessions with boards, staff and Municipalities as requested.
- An email away.

OPP Detachment Board Insurance

- Several boards still outstanding on insurance
- All members of the OAPSB need to provide the OAPSB with proof of insurance with their membership.
- OAPSB has a group policy
- September to September – Pro-rated for late entry
- \$3600 +288 tax - \$3888
- To maintain these rates we need additional boards to sign on to the insurance
 - There is more information on our website
 - Recent communication went out to Detachment Boards



2025

OAPS B SPRING

Conference & AGM

3-5, JUNE

Best Western Plus Lamplighter Inn & Conference Centre in London
591 Wellington Rd, London, ON N6C 4R3

2025 Spring Conference Workshops

Introduction to Police Culture-strategies and emotional intelligence competencies to look critically at the culture and understand the role of governance

Critical Thinking in Police Governance-enhancing critical thinking skills to real-world problems, and specific to police governance.

Assessment and Evaluation Tools- An overview of assessment tools and their purpose

Public Speaking and Media-improvisational and practiced conversations - will practice verbal and nonverbal communication best practices

Rules of Engagement for Board Members - criteria necessary rules for engaging with each other, to facilitate relevant, purposeful, and productive meetings.

Recruiting an Effective Leader -characteristics and capabilities of a visionary leader, as well as recruitment strategies and best practices.

Where to find training and discussion materials

Bo...




About Us ▾ Advocacy News

All Chiefs Memos
Important Notices
Conference & Seminar Presentations
Training Resources
Resources Library

Member Information ▾



 Member Portal

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Inspector General of Policing Memorandum

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

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: April 1, 2025

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

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

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

Over the next three years:

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

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

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

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

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

Sincerely,

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

Ryan Teschner
Inspector General of Policing of Ontario

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

2024–2027

THE ROAD AHEAD



A Strategic Plan for Ontario's Inspectorate of Policing

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Land Acknowledgement

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

We acknowledge that there are 46 treaties and other agreements that cover the territory now known as Ontario. We acknowledge that we continue to live and work in these territories and are thankful to the First Nations and Métis peoples who have cared for these lands since time immemorial. Their enduring contributions continue to strengthen Ontario and enrich all communities. We also acknowledge the many other Indigenous peoples from Indigenous nations who call this place home. The IoP is honoured to collaborate with First Nations, Inuit and Métis leadership, partners, and communities across their territories. The IoP is committed to deepening its understanding of the rich history of this land while honouring the inherent and treaty rights of Indigenous peoples.

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

Message from the Inspector General of Policing of Ontario

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

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

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



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



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

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

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

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

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

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

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

Ryan Teschner
Inspector General of Policing of Ontario

Purpose of the Strategic Plan

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

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

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

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

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

Strategic Objectives

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

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

We will serve the public interest

We will propel greater insights and foresights to address risks



Source: Angelo Matela

Our Vision

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

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

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

The IoP is dedicated to:

- examining performance through inspections, research, data and analytics to drive evidence-based actions and improvements.
- identifying effective performance and, where improvements are needed, supporting the sector's continuous development; and
- ensuring that the policing sector is responsive to the diverse communities it serves in the context of an increasingly complex service-delivery environment.

Our Values

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

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

At the IoP, we believe in:

Continuous Improvement



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

Risk-Informed



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

Independent



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

Integrity



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

Fair



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

Transparent



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

Collaborative



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

Ontario's New Inspector General and Inspectorate of Policing

About Ontario's Inspector General and Inspectorate of Policing

Chief Justice of Ontario, the Honourable Michael H. Tulloch's 2017 review of the provincial police oversight system provided recommendations on improving transparency, accountability and effectiveness in police service delivery and its oversight system. These recommendations, along with input from various sources including independent reviews, policing and police governance stakeholders, social services, and diverse Ontario communities, emphasized the need to modernize the laws that govern police service delivery in the province. This led to the establishment of the 2019 *Community Safety and Policing Act (CSPA)* and its regulations, which came into effect April 1, 2024.

The CSPA replaces the *Police Services Act (PSA)* – now over 30 years old – and aims to ensure that policing practices remain responsive to contemporary challenges and community needs. One of the more significant elements of the CSPA is the establishment of the role of Inspector General of Policing (IG), who is responsible for ensuring that adequate and effective policing and police governance is provided to all Ontario communities. The IG is supported by the IoP, an arm's-length division of the Ministry of the Solicitor General, created to provide the operational support necessary to fulfill the IG's mandate under the CSPA.

The Mandate of the Inspector General

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

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

Who the Inspector General Oversees

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

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

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



The Public We Serve

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

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

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

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

The Operational Independence of the Inspector General

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

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

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

Who We Are

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

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



The Structure of the IoP

The Inspectorate of Policing

Office of the IG

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

Investigations, Inspections, and Liaison Branch

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

Centre for Data Intelligence and Innovation

The IoP's data powerhouse that drives continuous improvement in Ontario's policing sector through data collection, analysis, research, and performance measurement. Supports evidence-based decision-making.

Strategic Objectives



Objective 1:

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

Why is this objective important?

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

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

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

Objective 1:

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

We are committed to:

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

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

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

We will deliver on these commitments by:

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

Objective 2:

We will serve the public interest

Why is this objective important?

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

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

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

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

Objective 2:

We will serve the public interest

We are committed to:

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

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

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

We will deliver on these commitments by:

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

Objective 3:

We will propel greater insights and foresights to address risks

Why is this objective important?

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

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

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

Objective 3:

We will propel greater insights and foresights to address risks

We are committed to:

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

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

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

We will deliver on these commitments by:

- Conducting fair, timely and evidence-based compliance inspections that result in actionable outcomes to improve police performance and governance in Ontario and publishing our findings on our website.

- Using high-quality data and research to power analytics that enables proactive monitoring and reporting on policing performance trends, and that identifies priority areas for compliance-related activities to drive evidence-based actions.
- Engaging with the policing sector and special constable employers to identify opportunities for cross-collaboration with other sectors whose work impacts public safety.

- Using our risk-based compliance and enforcement model to guide the IG in applying their duties, exercising their authorities to impose directions and measures, and making other decisions available to them under Ontario’s policing laws (e.g., declaring a policing ‘emergency’).
- Considering the presence of risks and local factors in our monitoring, liaison, and assessment activities, all aimed at ensuring adequate and effective policing is delivered to communities across Ontario.



Contact Us



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*Improving policing performance
to make everyone in Ontario safer*

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