



The Corporation of the Town of LaSalle Police Services Board Public Meeting Agenda

**Monday, September 21, 2026, 5:00 PM
Council Chambers, LaSalle Civic Centre, 5950 Malden Road**

Secretary's Note: A live recording of the meeting can be viewed by watching the live stream at: www.youtube.com/@TownofLaSalleON. Accessible formats or communication supports are available upon request. Contact the Board Secretary, tmailoux@lasalle.ca, 519-969-7770 extension 1233.

A. Opening Business

1. Call to Order
2. Land Acknowledgement Statement

B. Adoption of Agenda

Recommendation

That the September 21, 2026 LaSalle Police Services Board public agenda be adopted as presented.

C. Disclosure of Pecuniary Interest and the General Nature Thereof

D. Adoption of Minutes

Page 5

Recommendation

That the minutes of the LaSalle Police Services Board committee and public meetings held June 8, 2026 and special committee meeting held July 30, 2026 be adopted as presented.

E. Presentations and Delegations

1. LaSalle Police Service Member Recognition Page 12

Recommendation

That the memorandum from Chief Pearce dated August 7, 2026 regarding the LaSalle Police Service member recognitions be received; and

That Staff Sergeant Mike Agostinis, Sergeant David Durocher, Constable Jamie Adjetey-Nelson, Constable Dylan Kelly-Earish, Constable Dallas Akins, Constable Eamon Gorman, Constable Brayden Houle, Constable Tyler Pratt, Constable Steve Kirincic, Constable Tim McInnis, Constable Alison Hunter, Constable Sean Bear, Emergency Communicators Sarah Carr and Kaylee Ingram, and Ida Larocque, Executive Assistant to the Chief of Police be recognized.

2. New LaSalle Police Service Member Introduction - Police Constable Page 16

Recommendation

That the memorandum from Chief Pearce dated September 1, 2026 regarding New LaSalle Police Service Member Introduction - Police Constable be received; and

That the LaSalle Police Services Board recognize the newest member of the LaSalle Police Service, Constable Amanda Oshar.

3. New LaSalle Police Service Member Introduction - Civilian Page 17

Recommendation

That the memorandum from Chief Pearce dated September 5, 2026 regarding New LaSalle Police Service Member Introduction - Civilian be received; and

That the LaSalle Police Services Board recognize the newest member of the LaSalle Police Service, Mark Donlon, Information Technology Systems Administrator.

4. Chief's Citizen Award Page 18

Recommendation

That the memorandum from Chief Pearce dated July 20, 2026 regarding the Chief's Citizen Award be received.

F. Reports and Correspondence for Action

1. LaSalle Police Services Board 2027 Proposed Budget #1 Page 20

Recommendation

That the memorandum from the Board Secretary dated August 20, 2026, regarding the 2027 LaSalle Police Services Board (LPSB) Budget Proposal #1 be received; and

That the 2027 LPSB Budget Proposal #1, totaling \$73,021 and representing a 1.00% increase over the 2026 budget, be approved and forwarded to Town of LaSalle Administration for inclusion in the Town's overall budget for presentation to Council.

2. Disclosure of Candidacy - Meloche Page 22

Recommendation

That the memorandum from the Board Secretary dated July 30, 2026 regarding the Disclosure of Candidacy for Mayor Crystal Meloche be received; and

That the Board acknowledge the disclosure of candidacy by Mayor Crystal Meloche in accordance with the Ministry's All Chiefs Memorandum 26-0032.

3. Disclosure of Candidacy - Riccio-Spagnuolo Page 24

Recommendation

That the memorandum from the Board Secretary dated August 20, 2026 regarding the Disclosure of Candidacy for Councillor Anita Riccio-Spagnuolo be received; and

That the Board acknowledge the disclosure of candidacy by Councillor Anita Riccio-Spagnuolo in accordance with the Ministry's All Chiefs Memorandum 26-0032.

G. Consent Agenda

Recommendation

That items G1 through G14 on the consent agenda for September 21, 2026 be received for information.

1. LaSalle Police Service Administrative Update Page 26
2. 2025 Crime Severity Index Page 28
3. Summer Student Productivity Report Page 30
4. LaSalle Police Service Procedures Update Page 33
5. Rapid SOS Unite Page 34
6. Inspector General of Policing 2025 Annual Report Page 36
7. Inspectorate of Policing Province-Wide Inspection on Integrity and Anti-Corruption Page 104

8. LaSalle Police Service Co-op Student Placement	Page 106
9. Community Focus 2026: January 1, 2026 to June 30, 2026	Page 107
10. Vehicle Pursuits	Page 110
11. All Chiefs Memo - Police Service Board and OPP Detachment Board Members and Elections	Page 111
12. Crime Stoppers Coordinator and Statistical Report (May, June & July 2026)	Page 113
13. LaSalle Police Services Board Correspondence Summary #1	Page 131
14. Kingsville Fire Dispatch Statistics (May, June, July and August 2025/2026)	Page 133

H. Questions and Statements by Board Members

I. By-laws

J. Schedule of Meetings/Events

- September 24, 2026 - Police Governance Ontario Zone 6 Meeting
 - 8:00 a.m. - St. Thomas, ON
- November 9, 2026 - LaSalle Police Services Board Committee and Public meetings:
 - 4:15 p.m. Committee, 5:00 p.m. Public

H. Adjournment



The Corporation of the Town of LaSalle
Minutes of a Committee meeting of the Town of LaSalle Police Services Board

June 8, 2026 at 4:15 p.m.
LaSalle Room, LaSalle Civic Centre, 5950 Malden Road

Board Members Present: Mayor Crystal Meloche, Councillor Anita Riccio-Spagnuolo, Morris Brause, Marie Campagna, Garth Little

Administration Present: Chief of Police Michael Pearce, Deputy Chief of Police Jason Woods, Tanya Mailloux, Board Secretary

Additional Present: Ron LeClair, Zone 6 Advisor

A. Call to order

Mayor Meloche presides as Chair and calls the meeting to order at 4:13 p.m.

B. Disclosure of pecuniary interest and the general nature thereof

There are no declarations of conflict of interest on the committee agenda.

C. Closed session

4969/26

Moved By: M. Brause

Seconded By: M. Campagna

That the LaSalle Police Services Board move into closed session at 4:13 p.m. in accordance with Section 44(2) of the *Community Safety and Policing Act, 2019*, to consider the following:

1. Labour relations and employee negotiations matter, being a verbal update on the Collective Bargaining process, s.44(2)(d);
2. Personal matters about identifiable individuals, being a LaSalle Police Service Human Resources Update, s.44(2)(b); and
3. Technical information supplied in confidence to the Board, being a Shared Services Agreement, s.44(2)(h).

Carried.

D. Consideration of business items on the agenda

E. Motion to move into public session

4970/26

Moved By: Councillor Riccio-Spagnuolo

Seconded By: G. Little

That the Board move into public session at 4:27 p.m.

Carried.

F. Motion on business items

1. Labour relations and employee negotiations matter, being a verbal update on the Collective Bargaining process, s.44(2)(d)

4971/26

Moved By: M. Campagna

Seconded By: M. Brause

That the verbal update from Mayor Meloche, Chair of the LaSalle Police Services Board, regarding the Collective Bargaining process be received for information.

Carried.

2. Personal matters about identifiable individuals, being a LaSalle Police Service Human Resources Update, s.44(2)(b)

4972/26

Moved By: A. Riccio-Spagnuolo

Seconded By: M. Brause

That the confidential memorandum from Chief Pearce dated May 27, 2026 regarding a LaSalle Police Service Human Resources Update be received for information.

Carried.

3. Technical information supplied in confidence to the Board, being a Shared Services Agreement, s.44(2)(h)

4973/26

Moved By: M. Campagna

Seconded By: G. Little

That the confidential memorandum from Chief Pearce dated May 27, 2026 regarding a Shared Services Agreement be received; and

That the Chief be authorized to enter into the Shared Services Agreement.

Carried.

G. Next meeting

Monday, September 21, 2026 at 4:15 p.m. – LaSalle Police Services Board
Committee Meeting

H. Adjournment

There being no further business, the committee meeting is adjourned at the call of the Chair at 4:28 p.m.

Chair: Mayor Crystal Meloche

Recording Secretary: Tanya Mailloux



The Corporation of the Town of LaSalle
Minutes of a Public Meeting of the Town of LaSalle Police Services Board

Monday, June 8, 2026, 5:00 PM
Council Chambers, LaSalle Civic Centre, 5950 Malden Road

Board Members Present: Mayor Crystal Meloche, Councillor Anita Riccio-Spagnuolo, Morris Brause, Marie Campagna and Garth Little

Administration Present: Chief of Police, Michael Pearce, Deputy Chief of Police, Jason Woods and Tanya Mailloux, Board Secretary

Additional Present: Ron LeClair, Zone 6 Advisor

Secretary's Note: A recording of the meeting can be viewed at the following link:
www.youtube.com/@TownofLaSalleON

A. Opening Business

1. Call to Order

Mayor Meloche presides as Chair and calls the meeting to order at 5:00 p.m.

2. Land Acknowledgement Statement

Mayor Meloche reads the Land Acknowledgment statement.

B. Adoption of Agenda

4974/2026

Moved by: M. Campagna

Seconded by: G. Little

That the June 8, 2026 LaSalle Police Services Board public agenda be adopted as presented.

Carried.

C. Disclosure of Pecuniary Interest and the General Nature Thereof

There are no declarations of conflict of interest on the public agenda.

D. Adoption of Minutes

4975/2026

Moved by: M. Brause

Seconded by: Councillor Riccio-Spagnuolo

That the minutes of the LaSalle Police Services Board committee and public meetings held April 20, 2026 be adopted as presented.

Carried.

E. Presentations and Delegations

1. New Member Introduction to the Board

4976/2026

Moved by: Councillor Riccio-Spagnuolo

Seconded by: M. Brause

That the memorandum from Chief Pearce dated May 28, 2026 regarding the New Member Introduction to the Board be received; and

That the LaSalle Police Services Board recognize the newest member of the LaSalle Police Service, Constable Mitchell Potvin.

Carried.

2. LaSalle Police Service - Retirement

Chief Pearce introduces Victoria Alfini and offers congratulations on her retirement, presenting her with tokens of appreciation on behalf of the Service. Deputy Chief Woods reads Mrs. Alfini's biography and expresses gratitude for her dedicated service. Mrs. Alfini thanks the Chief, Deputy Chief, the Service, the Board, and her family for their support.

The Board takes a recess at 5:12 pm in order to take pictures.

The Board resumes the meeting at 5:18 pm.

F. Reports and Correspondence for Action

1. Appointment of Officers

4977/2026

Moved by: G. Little

Seconded by: M. Campagna

That the memorandum from Chief Pearce dated May 29, 2026 regarding the Appointment of Officers be received; and

That the LaSalle Police Services Board appoint and issue certificates of appointment to James Legaspi (effective January 13, 2025), Collin Elliott (effective March 4, 2026), Mitchell Potvin (effective May 25, 2026) and Amanda Oshar (effective August 31, 2026) as Police Officers, pursuant to s.83 of the Community Safety and Policing Act, 2019.

Carried.

2. LaSalle Police Service 2025 Chief's Annual Report

4978/2026

Moved by: M. Brause

Seconded by: Councillor Riccio-Spagnuolo

That the memorandum from Chief Pearce dated May 27, 2026 regarding the 2025 Chief's Annual Report to the Board and attachment be received; and

That the LaSalle Police Services Board adopt the 2025 Chief's Annual Report; and

That the LaSalle Police Services Board forward the 2025 Chief's Annual Report to Town of LaSalle Council for inclusion and discussion at a future Council meeting.

Carried.

3. LaSalle Police Services Board Vehicle Pursuits Policy Update

4979/2026

Moved by: G. Little

Seconded by: Councillor Riccio-Spagnuolo

That the memorandum from the Board Secretary dated May 27, 2026 regarding the LaSalle Police Services Board (LPSB) Vehicle Pursuits Policy Update be received; and

That the Board approves the attached updated LPSB policy LE-045 Vehicle Pursuits, updating the annual reporting deadline date from August to September of each year.

Carried.

G. Consent Agenda

4980/2026

Moved by: Councillor Riccio-Spagnuolo

Seconded by: M. Brause

That items G1 through G4 on the consent agenda for June 8, 2026 be received for information.

Carried.

1. LaSalle Police Service - Administrative Update
2. Conducted Energy Weapons Modernization
3. Crime Stoppers Coordinator and Statistical Report (April 2026)
4. Kingsville Fire Dispatch Statistics (March & April 2025/2026)

H. Questions and Statements by Board Members

I. By-laws

J. Schedule of Meetings/Events

- July 17, 2026 - LaSalle Police Youth Foundation Golf Tournament
 - 8:00 am, Seven Lakes Golf Course
- September 21, 2026 - LaSalle Police Services Board Committee and Public meetings: 4:15 p.m. Committee, 5:00 p.m. Public

K. Adjournment

The meeting is adjourned at the call of the Chair at 5:23 p.m.

Chair: Mayor Crystal Meloche

Recording Secretary: Tanya Mailloux



The Corporation of the Town of LaSalle
Minutes of a Special Committee meeting of the Town of LaSalle Police Services Board

July 30, 2026 at 3:00 p.m.
LaSalle Room, LaSalle Civic Centre, 5950 Malden Road

Board Members Present: Mayor Crystal Meloche, Councillor Anita Riccio-Spagnuolo, Morris Brause, Marie Campagna (virtual), Garth Little

Administration Present: Chief of Police Michael Pearce; Deputy Chief of Police Jason Woods; Tanya Mailloux, Board Secretary

Additional Present: Debbie Strajnic, Director of Human Resources; Tano Ferraro, Manager of Finance; Jennifer Folino, Manager of Human Resources, Ron LeClair, Zone 6 Advisor (virtual)

A. Call to order

Mayor Meloche presides as Chair and calls the meeting to order at 3:03 p.m.

B. Disclosure of pecuniary interest and the general nature thereof

There are no declarations of conflict of interest on the committee agenda.

C. Closed session

4981/26

Moved By: G. Little

Seconded By: M. Brause

That the LaSalle Police Services Board move into closed session at 3:03 p.m. in accordance with Section 44(2) of the *Community Safety and Policing Act, 2019*, to consider the following:

1. Labour relations and employee negotiations, being a matter related to LaSalle Police Service Negotiations, s.44(2)(d).

Carried.

D. Consideration of business items on the agenda

E. Motion to move into public session

4982/26

Moved By: M. Brause

Seconded By: G. Little

That the Board move into public session at 3:32 p.m.

Carried.

F. Motion on business items

1. Labour relations and employee negotiations, being a matter related to LaSalle Police Service Negotiations, s.44(2)(d)

4983/26

Moved By: G. Little

Seconded By: Councillor Riccio-Spagnuolo

That the report of the Director of Human Resources and the Manager of Finance dated July 27, 2026 regarding the ratification of the tentative collective agreements between the LaSalle Police Services Board and the LaSalle Police Association be received; and

That the Board authorize the execution of the agreements.

Carried.

G. Adjournment

There being no further business, the committee meeting is adjourned at the call of the Chair at 3:33 p.m.

Chair: Mayor Crystal Meloche

Recording Secretary: Tanya Mailloux



1880 Normandy Street, LaSalle, Ontario, N9H 1P8
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LaSalle Police Service Public Memorandum

To: LaSalle Police Services Board

From: Michael Pearce, Chief of Police

Date: August 7, 2026

Subject: Member Recognitions

Background:

The LaSalle Police Services Board and Chief Pearce have established a three-tier recognition program to honour members who have demonstrated exceptional service through exemplary performance, outstanding dedication, and actions that go above and beyond the call of duty. The levels of recognition, in descending order, are:

1. Police Service Board Citation
2. Chief of Police Commendation
3. Deputy Chief Letter of Recognition

The levels of recognition are designed to weigh the level of merit in each circumstance. Members may contribute to occurrences together but often circumstances dictate their level of contribution.

Motorcycle Collision

On May 21, 2026, officers responded to a request for assistance from the Ontario Provincial Police following a serious motorcycle collision on Highway 401 near the Todd Lane off ramp. Initial information indicated that the injuries were catastrophic, but scene details were limited. Despite the limited information available, Communicators Sarah Carr and Kaylee Ingram remained calm, composed, and focused, ensuring responding officers received timely and accurate updates as the situation unfolded.

Constables Jamie Adjetey-Nelson and Dylan Kelly-Earish were among the first assisting officers to arrive on scene and immediately began aiding paramedics who were providing emergency care to the motorcyclist, who had suffered a traumatic amputation of his right arm. They were quickly joined by Constables Dallas Akins and Eamon Gorman, and together the

officers worked decisively under difficult circumstances. Their efforts included cutting away the motorcyclist's clothing, removing his belt to facilitate treatment, assisting with rolling and positioning him onto the stretcher, and helping lift him over the highway barrier after he had been thrown a significant distance from the roadway. Their actions were immediate, coordinated, and critical in supporting the two paramedics already at scene.

The motorcyclist was transported in serious condition for medical treatment.

Our members demonstrated professionalism, composure, compassion, and an unwavering commitment to public service.

It is my pleasure to present Deputy Chief Letters of Recognition to Constables Jamie Adjetey - Nelson, Dylan Kelly-Earish, Dallas Akins, and Eamon Gorman, along with Emergency Communicators Sarah Carr and Kaylee Ingram.

Mental Health Act Call

On July 30, 2026, officers responded to a call about an intoxicated teenager on the roof of her residence. While on route to the call, officers received updated information that her brother was now on the roof, attempting to persuade her down, and their parents had concerns she was intending to harm herself by jumping off the roof.

Constable Brayden Houle was the first officer to arrive, and he saw the siblings physically engaged on the roof. This dramatically increased the urgency and danger of the call as it was a volatile situation with both siblings in a precarious position seeking different outcomes.

He quickly ascended a ladder and gained control of the youth in crisis. Given the precarious position of being on the roof with an intoxicated and emotionally distressed person, LaSalle Fire was requested to assist with a ladder truck to safely get her on the ground.

The 15-year-old girl was taken to the hospital by paramedics for assessment.

It is my pleasure to present Constable Brayden Houle a Chief of Police Commendation for placing the safety of a teenager in crisis before his own and ultimately preventing a potentially tragic outcome.

Complex Hate Crime Investigation

On October 21, 2025, an investigation was launched into online posts promoting antisemitic rhetoric, including threats and calls for violence against Jewish people and police officers.

The investigation was extensive and complex. It involved obtaining witness statements, conducting interviews, securing evidence preservation orders, preparing and executing search warrants, seizing weapons, processing physical evidence, and reviewing a massive quantity of digital evidence, including videos, photographs, and online posts. Working in close partnership with the crown attorney's office, the investigative team's efforts culminated in the arrest and successful prosecution of a LaSalle man for public incitement of hatred and possession of weapons.

This investigation sends a clear message that hate has no place in our community and will not be tolerated in LaSalle. I am proud of the professionalism, dedication, and perseverance demonstrated by everyone involved.

Thank you to the crown attorney's office for providing guidance to our investigative team. Prosecuting a person for Public Incitement of Hatred is not common, and our team relied on experience from the crown's office.

It is my pleasure to present Constable Tyler Pratt with a Chief of Police Commendation in recognition of his outstanding work on this investigation.

I am also pleased to recognize Constable Steve Kirincic, Constable Tim McInnis, Constable Alison Hunter, Constable Sean Bear, Constable Eamon Gorman, Sergeant David Durocher, and Staff Sergeant Mike Agostinis with Deputy Chief Letters of Recognition for their valuable contributions to this successful investigation.

Two Decades of Commitment to the LaSalle Police Youth Foundation

The Police Service Board Citation is the Service's highest form of recognition. Presented as an engraved plaque bearing the seal of the LaSalle Police Service, it recognizes exceptional service to the LaSalle Police Service and/or the community.

In this instance, it is being awarded to a member making an exceptional contribution to a LaSalle Police Service program over an extended period.

Ida Larocque began helping with the LaSalle Police Youth Foundation Golf Tournament in 2006. This year marks her twentieth consecutive year of dedicated service to the event. Describing Ida's role as simply "helping" significantly understates the impact of her contributions. She has been the driving force behind the tournament, providing the leadership, organization, and commitment that have been essential to its continued success.

While the tournament's success is the result of the efforts of many dedicated volunteers and supporters, Ida has consistently assumed the responsibility for planning, coordinating, and organizing nearly every aspect of the event. Her tireless dedication over the past two decades has been instrumental in ensuring the tournament's ongoing success and, in turn, the continued ability of the LaSalle Police Youth Foundation to support youth initiatives within our community.

In recognition of her extraordinary twenty-year commitment and exceptional service, Ida's name was forwarded to the Board for consideration to be awarded the LaSalle Police Services Board Citation. I am pleased to share that the Board unanimously agreed.

Recommendation:

That the LaSalle Police Services Board receives the Member Recognitions Report for information.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "M Pearce".

Michael Pearce
Chief of Police
LaSalle Police Service



1880 Normandy Street, LaSalle, Ontario, N9H 1P8
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LaSalle Police Service Public Memorandum

To: LaSalle Police Services Board

From: Michael Pearce, Chief of Police

Date: September 1, 2026

Subject: New Member(s) Introduction to the Board – Police Constable

Background:

It is my pleasure to introduce our newest Constable to the Board.

Constable Amanda Oshar was sworn in as a member of the Service on Monday, August 31, 2026. Constable Amanda Oshar brings with her 10 years of policing experience in the Province of Ontario.

(Deputy Chief Woods to read biography)

(Chief's Comments, PC Oshar's Comments)

Congratulations Constable Oshar and welcome to the LaSalle Police Service!

Recommendation:

That the LaSalle Police Services Board receive this memorandum for information; and

That the LaSalle Police Services Board recognize the newest member(s) of the LaSalle Police Service.

Respectfully submitted,

Michael Pearce
Chief of Police
LaSalle Police Service



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Phone: 519-969-5210
Fax: 519-969-2662

LaSalle Police Service Public Memorandum

To: LaSalle Police Services Board

From: Michael Pearce, Chief of Police

Date: September 5, 2026

Subject: New Member Introduction to the Board – Civilian

Background:

It is my pleasure to introduce a new member to the LaSalle Police Services Board:

Mark Donlon has been hired as a full-time Information Technology Systems Administrator and started September 8, 2026. Mark has over 20 years of experience in Information Technology.

(Deputy Chief Woods to read biography)

(Chief's Comments, Mark Donlon's Comments)

Congratulations to Mark and welcome to the LaSalle Police Service!

Recommendation:

That the LaSalle Police Services Board receives this memorandum for information and recognizes the newest member of the LaSalle Police Service.

Respectfully submitted,

Michael Pearce
Chief of Police
LaSalle Police Service



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Phone: 519-969-5210
Fax: 519-969-2662

LaSalle Police Service Public Memorandum

To: LaSalle Police Services Board

From: Michael Pearce, Chief of Police

Date: July 20, 2026

Subject: Chief's Citizen's Award

Background:

On July 14, 2026, LaSalle Police officers responded to a report of a person in crisis. The first officer arrived within approximately one minute and located a woman in obvious emotional distress, crying at the side of the road. The woman was experiencing a mental health crisis and suffering from delusions, believing that others intended to harm her and poison her three dogs, which were inside her nearby vehicle.

While the woman was in significant crisis, there was no indication that she intended to harm herself or anyone else. During the interaction, she expressed that she was no longer able to care for her three dogs. A nearby resident, Ms. Aurela Cole, observed the situation and, without hesitation, offered her assistance. She volunteered to care for the woman's dogs during the extreme heat, offered a safe place to store the woman's vehicle, and reassured her that she would help her regain stability once she received the care and support she needed.

Ms. Cole's actions exemplify compassion, generosity, and a commitment to the well-being of others. At a time when a vulnerable member of our community needed kindness and reassurance, she stepped forward. Her willingness to provide practical assistance and emotional support not only ensured the immediate safety of the woman's pets and property but also demonstrated the positive impact that caring citizens can have during moments of crisis. Ms. Cole's selfless actions are a credit to our community and serve as an inspiring example of empathy and civic responsibility.

I am pleased to recognize Ms. Aurela Cole with a Chief's Citizen Award.

Recommendation:

That the LaSalle Police Services Board receives the Chief's Citizen Award Report for information.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "M Pearce".

Michael Pearce
Chief of Police
LaSalle Police Service



LaSalle Police Services Board Public Memorandum

To: LaSalle Police Services Board Members
From: T. Mailloux, Board Secretary
Date: August 20, 2026
Subject: 2027 LaSalle Police Services Board Budget – Proposal #1

Recommendation:

That the memorandum from the Board Secretary dated August 20, 2026, regarding the 2027 LaSalle Police Services Board (LPSB) Budget Proposal #1 be received; and

That the 2027 LPSB Budget Proposal #1, totaling \$73,021 and representing a 1.00% increase over the 2026 budget, be approved and forwarded to Town of LaSalle Administration for inclusion in the Town's overall budget for presentation to Council.

Background:

Attached is the 2027 LPSB Budget Proposal #1 for the Board's review.

For 2027, the only increase reflected in the budget is the contractual salaries and wages, as provided by the Finance Department. This results in a total increase of \$721, representing a 1.00% change over the 2026 budget. While membership fees have risen, these costs can be accommodated within the existing budget allocation.

Regards,

T. Mailloux, Board Secretary
LaSalle Police Services Board

Attachments: LPSB 2027 Proposed Budget #1

2027 Proposed Budget
LaSalle Police Services Board

Proposal 1

	2025 Budget	2026 Budget	2027 Budget
<u>Wages/Benefits</u>			
10-5-336610-7001 to 7092			
Wages	\$ 22,800	\$ 26,700	\$ 26,767
Benefits	8,600	9,600	10,254
Total Wages/Benefits	\$ 31,400	\$ 36,300	\$ 37,021
<u>Administrative Expenses</u>			
10-5-336640-7100 - Office Supplies	500	500	500
10-5-336640-7106 - Telephone	500	500	500
10-5-336640-7114 - Meetings/Special Expenses	1,500	1,500	1,500
10-5-336640-7116 - Remuneration	18,800	18,800	18,800
Total Administrative Expenses	\$ 21,300	\$ 21,300	\$ 21,300
<u>Personnel Expenses</u>			
10-5-336650-7132 - Conferences/Seminars	8,600	8,600	8,600
10-5-336650-7134 - Memberships/Subscription	3,700	5,100	5,100
Total Personnel Expenses	\$ 12,300	\$ 13,700	\$ 13,700
<u>Program Services</u>			
10-5-336650-7200 - Legal Fees	1,000	1,000	1,000
Total Program Services	\$ 1,000	\$ 1,000	\$ 1,000
Total Expenses	\$ 66,000	\$ 72,300	\$ 73,021
	increase		\$ 721
			1.00%



LaSalle Police Services Board Public Memorandum

To: LaSalle Police Services Board

From: T. Mailloux, Board Secretary

Date: July 30, 2026

Subject: Disclosure of Candidacy – Mayor Crystal Meloche

Recommendation:

That the memorandum from the Board Secretary dated July 30, 2026 regarding the Disclosure of Candidacy for Mayor Crystal Meloche be received; and

That the Board acknowledge the disclosure of candidacy by Mayor Crystal Meloche in accordance with the Ministry's All Chiefs Memorandum 26-0032.

Background:

On June 11, 2026, the Ministry of the Solicitor General issued Memorandum 26-0032 – Police Service Board and OPP Detachment Board Members and Election (as included under the Board's September 21, 2026 Public Consent Agenda), advising that all members of police service boards who intend to run in the October 2026 municipal election must disclose their candidacy to their board as soon as possible. The memo further states:

"The ministry advises that a board member should disclose to the police service board... their decision to be a candidate in a municipal election as soon as possible."

"Board members who are candidates... should also consider whether being a candidate creates a conflict of interest... If a board member does have a conflict of interest, they must promptly disclose this."

In accordance with this direction, Mayor Crystal Meloche has formally filed her nomination papers for the office of Mayor in the 2026 municipal election. As a sitting member of the LaSalle Police Services Board, this disclosure is being reported to the Board to ensure compliance with the Ministry's guidance and to support transparency and accountability under the *Community Safety and Policing Act, 2019* (CSPA).

The memo also notes that board members who become candidates must refrain from participating in discussions or voting on matters where a conflict of interest exists or may reasonably be perceived to exist.

This report is provided for the Board's awareness and to support any next steps the Board may deem appropriate under its policies, procedures, or the CSPA.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "T Mailloux". The signature is written in a cursive, flowing style.

Tanya Mailloux, Secretary
LaSalle Police Services Board



LaSalle Police Services Board Public Memorandum

To: LaSalle Police Services Board

From: T. Mailloux, Board Secretary

Date: August 20, 2026

Subject: Disclosure of Candidacy – Councillor Anita Riccio-Spagnuolo

Recommendation:

That the memorandum from the Board Secretary dated August 20, 2026 regarding the Disclosure of Candidacy for Councillor Anita Riccio-Spagnuolo be received; and

That the Board acknowledge the disclosure of candidacy by Councillor Anita Riccio-Spagnuolo in accordance with the Ministry's All Chiefs Memorandum 26-0032.

Background:

On June 11, 2026, the Ministry of the Solicitor General issued Memorandum 26-0032 – Police Service Board and OPP Detachment Board Members and Election (as included under the Board's September 21, 2026 Public Consent Agenda), advising that all members of police service boards who intend to run in the October 2026 municipal election must disclose their candidacy to their board as soon as possible. The memo further states:

"The ministry advises that a board member should disclose to the police service board... their decision to be a candidate in a municipal election as soon as possible."

"Board members who are candidates... should also consider whether being a candidate creates a conflict of interest... If a board member does have a conflict of interest, they must promptly disclose this."

In accordance with this direction, Councillor Anita Riccio-Spagnuolo has formally filed her nomination papers for the office of Councillor in the 2026 municipal election. As a sitting member of the LaSalle Police Services Board, this disclosure is being reported to the Board to ensure compliance with the Ministry's guidance and to support transparency and accountability under the *Community Safety and Policing Act, 2019* (CSPA).

The memo also notes that board members who become candidates must refrain from participating in discussions or voting on matters where a conflict of interest exists or may reasonably be perceived to exist.

This report is provided for the Board's awareness and to support any next steps the Board may deem appropriate under its policies, procedures, or the CSPA.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "T Mailloux". The signature is written in a cursive, flowing style.

Tanya Mailloux, Secretary
LaSalle Police Services Board



1880 Normandy Street, LaSalle, Ontario, N9H 1P8
Phone: 519-969-5210
Fax: 519-969-2662

LaSalle Police Service Public Memorandum

To: LaSalle Police Services Board

From: Michael Pearce, Chief of Police

Date: September 8, 2026

Subject: Administrative Update

Background:

Digital Evidence Management System (DEMS)

Digital evidence management systems are software suites that serve as a hub where police officers, records staff, crown attorneys can deposit, collect, and organize digital evidence such as surveillance footage or audio recordings. They are expansive, secure and indexed, making it safer and easier to locate evidence after it is filed, enabling smoother collaboration with prosecutors and other partners in the criminal justice system. DEMS also helps maintain chain of custody.

LPS will begin to train members this fall with an intended go-live date in December. This will provide tremendous value to our officers, making handling digital evidence immensely easier. There are no additional costs as this has previously been budgeted.

Temporary Assistance Request

Section 19 of the *Community Safety and Policing Act* (CSPA) permits the Chief of Police to request temporary assistance from another police service. Section 19(5) establishes a reporting requirement to the Inspectorate of Policing when this request is made.

On August 15, 2026, the LaSalle police responded to a single motor vehicle collision on Broderick Road. The injured driver fled the scene prior to police arrival. As per an existing MOU, the Ontario Provincial Police were contacted to provide canine support. They advised their response would be two hours. As such, the Windsor Police Service was contacted. They provided a canine and handler to search the area with negative results. LPS officers later located the driver and arrested him for impaired driving.

As there is no existing MOU with the Windsor Police for canine services, the Inspectorate of Policing has been notified in accordance with section 19 of the *Community Safety and Policing Act, 2019*.

Recommendation:

That the LaSalle Police Services Board receives the Administrative Update Report for information.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'M Pearce', written in a cursive style.

Michael Pearce
Chief of Police
LaSalle Police Service



1880 Normandy Street, LaSalle, Ontario, N9H 1P8
Phone: 519-969-5210
Fax: 519-969-2662

LaSalle Police Service Public Memorandum

To: LaSalle Police Services Board

From: Michael Pearce, Chief of Police

Date: September 1, 2026

Subject: 2025 Crime Severity Index

Background:

On July 22, 2026, Statistics Canada released the annual Crime Severity Index and Weighted Clearance Rate data for 2025.

The Crime Severity Index is an area-based measure of police-reported crime that reflects the relative seriousness of individual offences and tracks changes in crime severity. The seriousness of each offence is determined by using standardized sentencing data from Canadian courts.

Each individual offence is “weighted” according to the severity of the sentences handed down by judges. Sentencing data come from Statistics Canada’s Integrated Criminal Court Survey (ICCS). Weights for the Index are based on the average of five years of courts sentencing data and they are updated every five years, using the most recent data available from the courts.

Crime Severity Index

AREA	2023	2024	% CHANGE	2025	% CHANGE
Canada	81.27	78.84	-2.99	75.01	-.4.86
Ontario	61.51	60.95	-0.91	57.17	-6.2
LaSalle	25.25	21.35	-15.45	22.23	+4.12

Violent Crime Severity Index

Area	2023	2024	% Change	2025	% Change
Canada	101.01	101.42	+0.41	97.19	-4.17
Ontario	79.74	82.04	+2.88	74.91	-8.69
LaSalle	19.61	11.91	-15.45	21.77	+82.79

Non-Violent Crime Severity Index

Area	2023	2024	% Change	2025	% Change
Canada	74.06	70.49	-4.82	66.78	-5.26
Ontario	54.74	53.03	-3.12	50.56	-4.66
LaSalle	27.72	25.31	-8.69	22.60	-10.71

The LaSalle Police Service once again has the lowest crime severity index of municipal police services in Ontario.

Recommendation:

The LaSalle Police Services Board receive the 2025 Crime Severity Index Report for information.

Respectfully submitted,



Michael Pearce
Chief of Police
LaSalle Police Service



1880 Normandy Street, LaSalle, Ontario, N9H 1P8
Phone: 519-969-5210
Fax: 519-969-2662

LaSalle Police Service Public Memorandum

To: LaSalle Police Services Board

From: Michael Pearce, Chief of Police

Date: August 22, 2026

Subject: Summer Student Productivity Report

Background:

As part of the LaSalle Police Service's transition to a new Records Management System (RMS), two summer students from the Honours Bachelor of Applied Arts in Social Justice and Legal Studies program at St. Clair College were hired to assist with the project. Their primary responsibility was supporting the migration and organization of data into the new RMS.

The students made a significant contribution to the migration project through the following activities:

- Created and subsequently audited **270 person entities** in the new RMS.
- Entered and audited charges from **more than 1,200 court documents**.
- Entered and audited approximately **50 active warrants**.
- Entered and audited approximately **800 court related requests**.
- Entered data from the **2024 and 2025 prisoner logbooks** into the RMS.
- Accurately filed fingerprint records within the appropriate criminal files.
- Assisted officers with accessing court files within the new RMS.
- Gained practical exposure to the **LaSalle Police Service Records Management System (Niche UA)**, **Computer-Aided Dispatch (CAD)** software, and **Hexagon Intergraph i/Dispatcher**.

Their attention to detail and ability to work with large volumes of information were particularly valuable in ensuring that migrated records were accurately entered and audited.

Community Engagement

In addition to their RMS responsibilities, the students were provided with opportunities to participate in community engagement initiatives and represent the LaSalle Police Service at various events. Their involvement included:

- Representing the LaSalle Police Service at **two community engagement events during Police Week**.
- Participating in the **LaSalle Police Bike Rodeo**, including assisting with event setup and facilitating activities.
- Assisting with **four police station tours**.
- Supporting the setup of the **LaSalle Police Youth Foundation (LPYF) Golf Tournament**, including packing the trailer and assisting with the collection of merchandise from sponsors.

These opportunities allowed the students to gain first-hand experience interacting with members of the public and observing the important role community engagement plays in policing.

Miscellaneous Responsibilities and Learning Opportunities

The students were also given the opportunity to contribute to a variety of administrative and operational projects throughout their placement. These included:

- Completing approximately **20 hours of online employee training**, including organizational policies, health and safety, and other required training.
- Assisting with the compilation of annual statistics for the **2025 LaSalle Police Service Annual Report**.
- Facilitating the procurement of specialized police equipment.
- Providing support for specialized fleet vehicles, including assistance with connectivity.
- Reviewing and providing commentary and feedback on a draft corporate policy, with consideration given to ensuring the policy was clear and easily understood by all employees.
- Researching and sourcing specialized equipment for various corporate projects.
- Participating in daily opportunities to interact and engage with both sworn and civilian members of the Service.
- Completing a **police ride-along**, providing valuable insight into the day-to-day responsibilities, activities, and challenges faced by police officers.

Conclusion

The students' contribution to the development and population of the LaSalle Police Service's new RMS database was integral to the successful migration of records. Their work assisted in ensuring that a significant volume of information was accurately entered, organized, and audited within the new system.

At the same time, the placement provided the students with meaningful opportunities to gain practical experience and develop a broader understanding of the many functions and responsibilities involved in modern policing. Their involvement extended well beyond data entry, allowing them to experience records management, administration, community engagement, technology, fleet operations, procurement, policy development, and front-line policing.

The experience also demonstrated the value of providing post-secondary students with opportunities to engage directly with a police organization. Based on his experience with us, one of the students has expressed an interest in volunteering at future LaSalle community events and pursuing a career as a police officer with the LaSalle Police Service upon completion of his post-secondary studies.

Recommendation:

The LaSalle Police Services Board receives the Summer Student Productivity Report for information.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read 'M Pearce', is positioned above the printed name.

Michael Pearce
Chief of Police
LaSalle Police Service



1880 Normandy Street, LaSalle, Ontario, N9H 1P8
Phone: 519-969-5210
Fax: 519-969-2662

LaSalle Police Service Public Memorandum

To: LaSalle Police Services Board

From: Michael Pearce, Chief of Police

Date: September 1, 2026

Subject: Procedures Update

Background:

Since the fall of 2024, we began updating procedures that were dated and to comply with the *Community Safety and Policing Act, 2019*. We continue to work towards completing them by the end of 2026.

Here are the procedures we have updated since the last list reported:

- Fit for Duty
- Employee Wellness Incentive Plan
- Employee Assistance Program (EAP)
- Recruiting and Selection – Sworn Members
- Recruiting and Selection – Civilian Members
- Attendance Awareness and Management

To date, 147 procedures have been updated.

Recommendation:

That the LaSalle Police Services Board receives the Procedures Update Report for information.

Respectfully submitted,

Michael Pearce
Chief of Police
LaSalle Police Service



1880 Normandy Street, LaSalle, Ontario, N9H 1P8
Phone: 519-969-5210
Fax: 519-969-2662

LaSalle Police Service Public Memorandum

To: LaSalle Police Services Board

From: Michael Pearce, Chief of Police

Date: September 1, 2026

Subject: Rapid SOS Unite

Background:

RapidSOS Unite is a safety platform that was founded in 2012 and is available at no cost. It securely links data to 911 and first responders. It is accessible via a web browser on desktops, laptops, CAD terminals, and tablets.

Data provided by RapidSOS to 911 communicators includes real-time location, caller profile, and vehicle crash data. It is not a replacement for other location sources, such as ALI, but rather a tool for additional device data from sources like Apple, Google, and Uber. The data is obtained directly from connected devices.

The primary feature our communicators will use is called the Query View (QV).

Key features of Query View include:

- The ability to manually query a phone number with a 10-mile boundary around our jurisdiction for extended awareness. This will provide the location the 911 call originated and will also show “breadcrumbs” showing the location and direction the caller is travelling.
- Redundancy During Outages: In the event of a CAD outage or other service interruption, Query View serves as a critical failover for call triage, ensuring continuous data access and emergency support during times when traditional systems may be unavailable. **(cellular only)**

- Location & Supplemental Data: Access to detailed information like device location, health profiles, vehicle data, rideshare safety information and more from various sources such as Apple Emergency Data, MedicAlert, and Google ELS. **This data is only available if the owner enables access through permissions on their device.**
- User-Friendly Map Interface: Utilize Google-powered street and satellite views with zoom functionality for precise data plotting.

RapidSOS will not have access to data if:

- 911 events are outside our jurisdiction
- The caller's device is not IOS 12 or Android 4.0 or higher
- The device is unable to provide data and voice simultaneously
- The device is non-service initialized
- For landlines; it is cellular only.

Recommendation:

That the LaSalle Police Services Board receives the RapidSOS Unite Report for information.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "M Pearce".

Michael Pearce
Chief of Police
LaSalle Police Service



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Phone: 519-969-5210
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LaSalle Police Service Public Memorandum

To: LaSalle Police Services Board

From: Michael Pearce, Chief of Police

Date: July 28, 2026

Subject: Inspector General of Policing 2025 Annual Report

Background:

For the Board's information, the Inspector General of Policing 2025 Annual Report is attached.

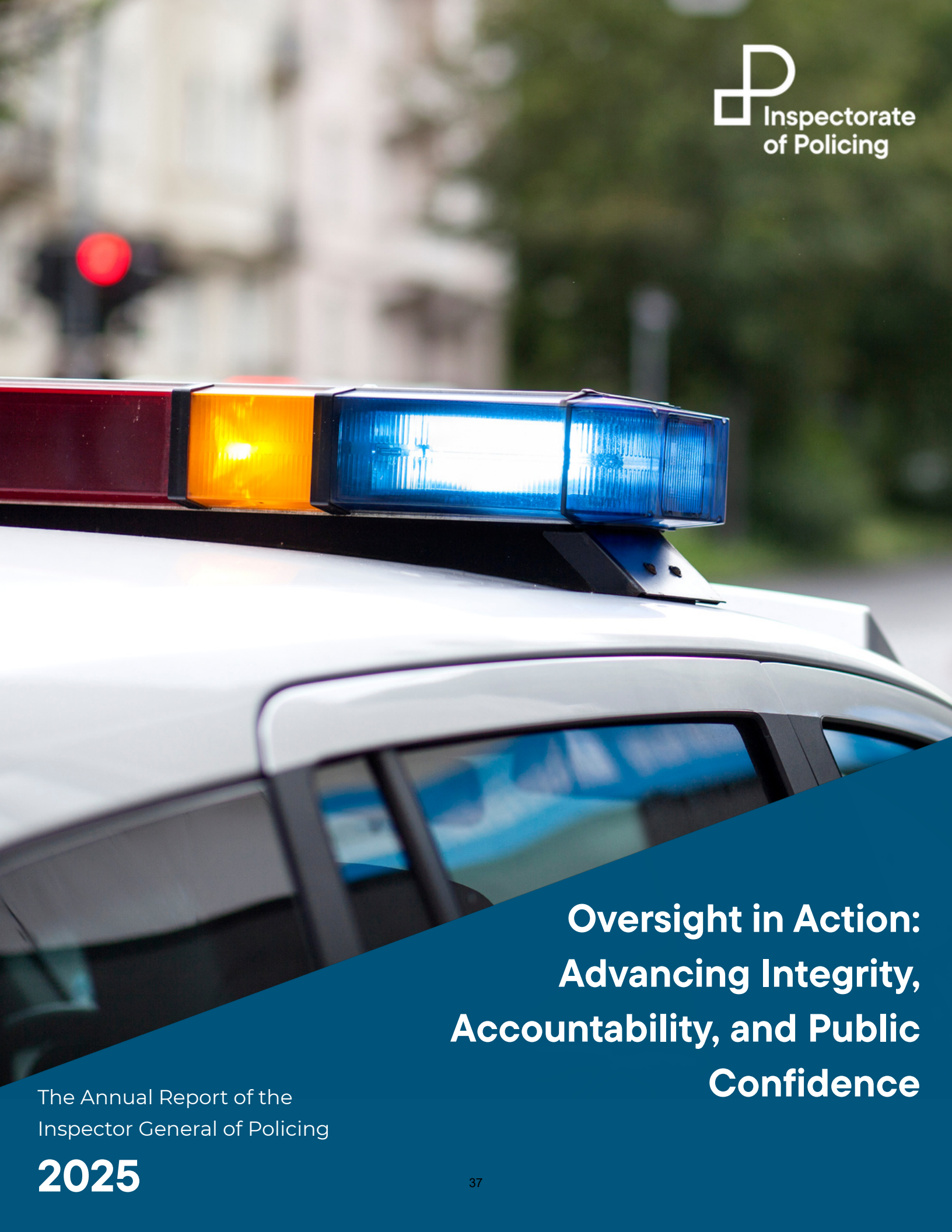
Recommendation:

That the LaSalle Police Services Board receives the Inspector General of Policing 2025 Annual Report for information.

Respectfully submitted,

Michael Pearce
Chief of Police
LaSalle Police Service

Attachment: Inspector General of Policing 2025 Annual Report



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

The Annual Report of the
Inspector General of Policing

2025

June 30, 2026

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

Dear Solicitor General Kerzner,

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

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

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

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

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

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

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

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

I respectfully submit this Report for your consideration.

Sincerely,

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

Ryan Teschner
Inspector General of Policing of Ontario

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

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





Land Acknowledgement

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

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

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

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



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

Ryan Teschner

Inspector General of Policing



Message from the Inspector General of Policing of Ontario

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

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

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

From framework to practice

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

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

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

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

First Nations policing and partnerships

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

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

Governance and transparency

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

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

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

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

Legitimacy, oversight, and the future of policing

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

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

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

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



Ryan Teschner
Inspector General of Policing of Ontario
June 2026

About Ontario's Inspector General and the Inspectorate of Policing



The Role of the Inspector General

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

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

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

The Mandate of the IG

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

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

Who the IG oversees

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

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

Our Values

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

We believe in:

Continuous Improvement

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

Risk-informed approaches

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

Independence

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

Integrity

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

Fairness

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

Transparency

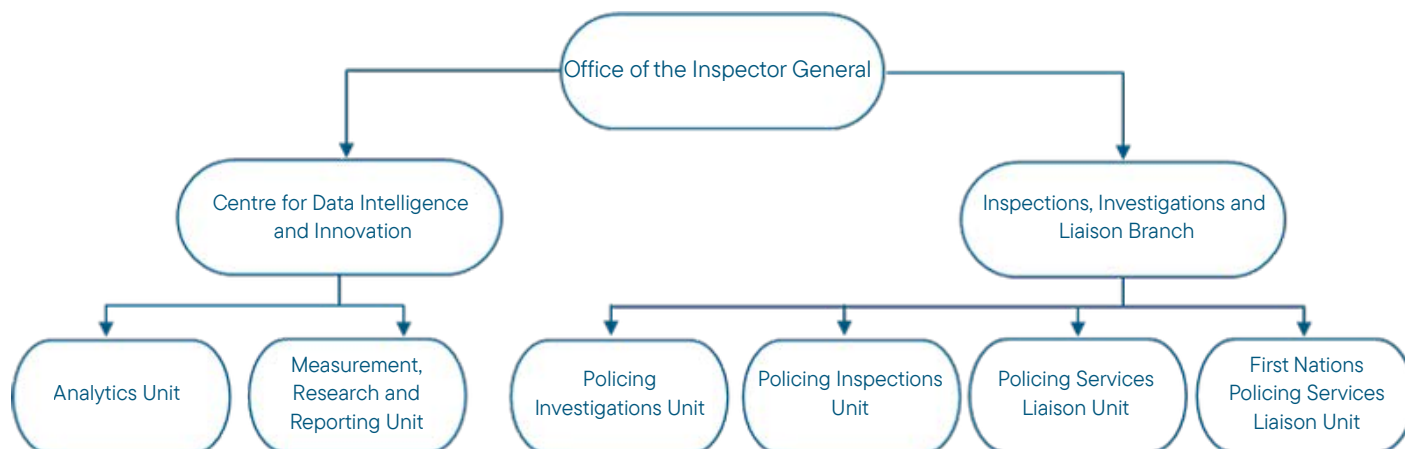
We are transparent in our decision-making and publicly report on our work and their results with the sector and the public.

Collaboration

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

IoP Organizational Framework

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



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

Investigations, Inspections, and Liaison Branch is comprised of:

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

The Centre for Data Intelligence and Innovation is comprised of:

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

Complaints and Disclosures Within the IG's Jurisdiction

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

These include the following:



Individual police service board member complaints (s.106)

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



Policing complaints (s.107)

Members of the public may raise concerns related to:

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



Disclosures of misconduct (s.185)

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

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

Statutory Authority to Address Inadequate Policing or Emergencies

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

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

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

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

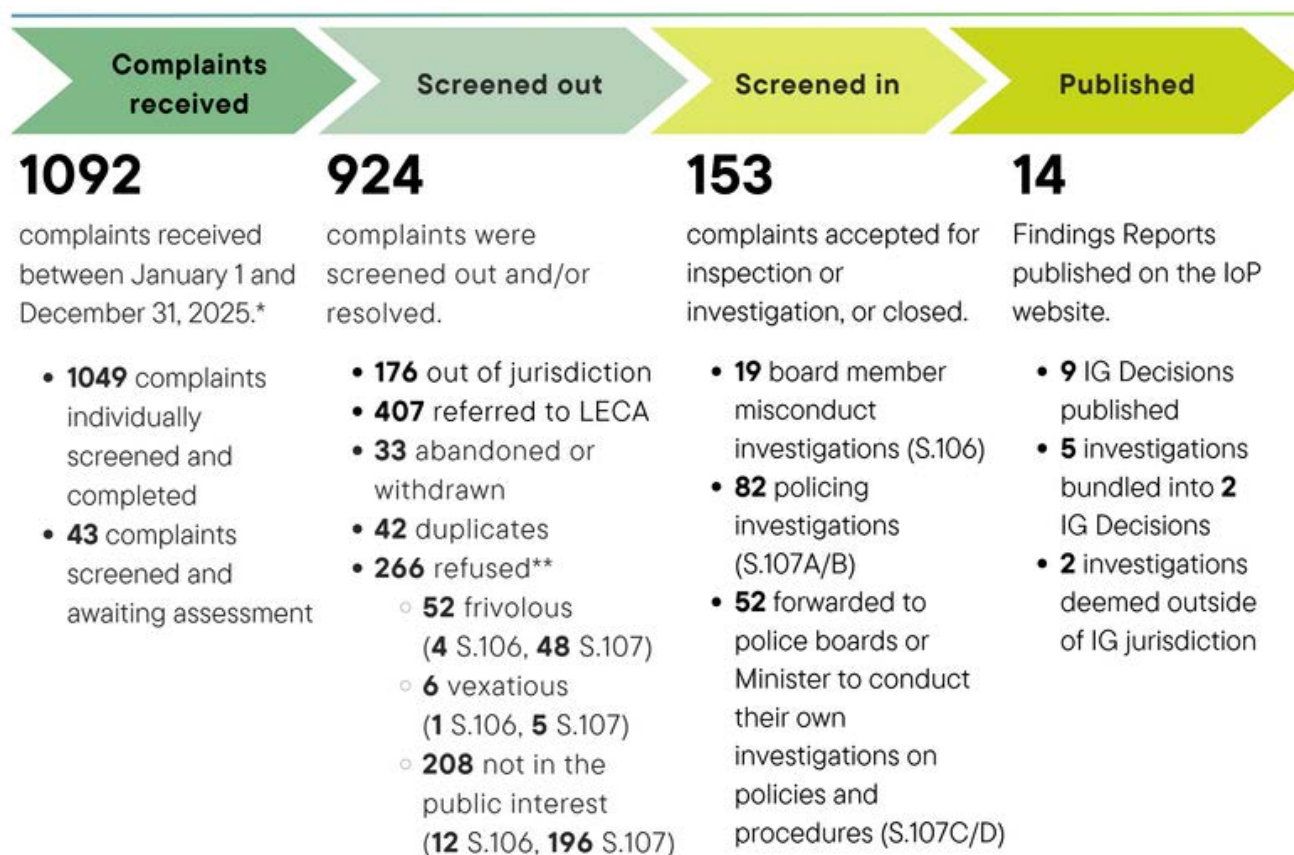
This authority is intended to be protective, focused, and proportionate. It ensures that, in urgent situations, the IG can act decisively to safeguard communities, while maintaining appropriate oversight, accountability, and transparency within Ontario's policing system.

Delivering Oversight: 2025 Activities and Results



The IG's Reporting Requirements

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



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

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

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

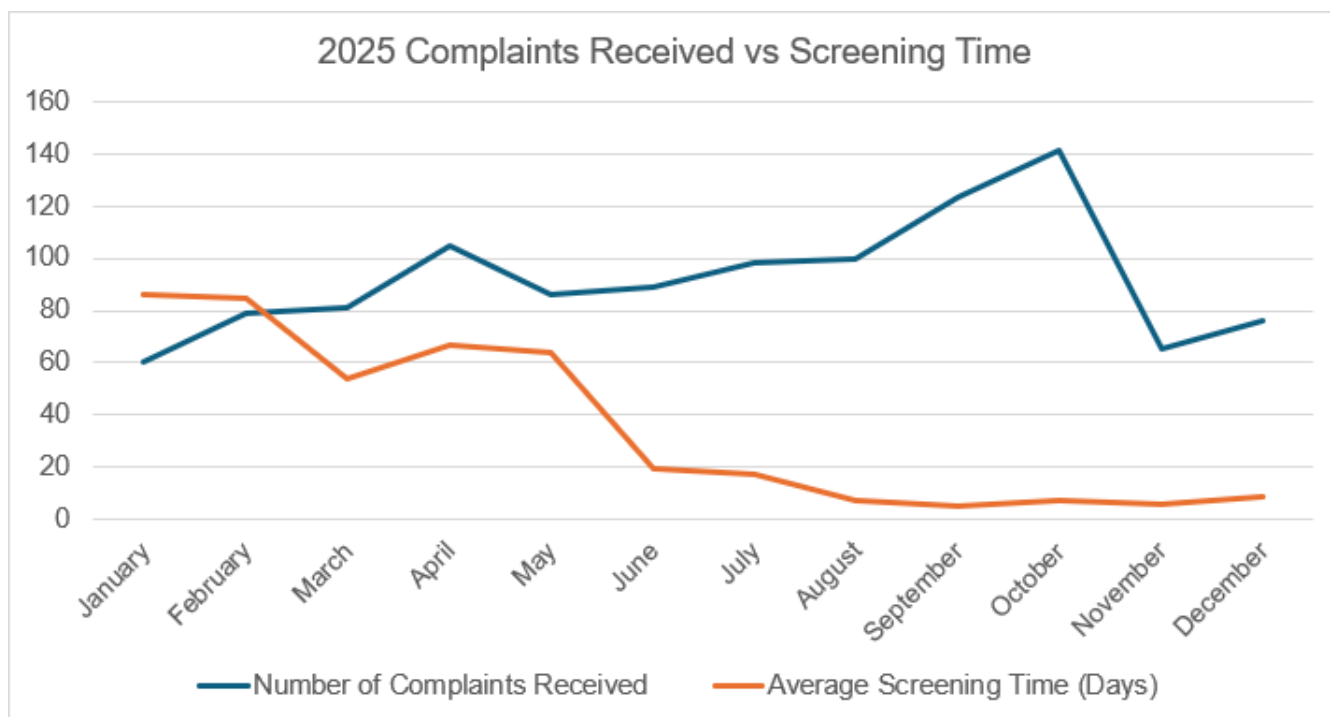
Improving Timeliness and Consistency in Complaint Screening

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

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

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

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





Public Complaints: What We Are Hearing

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

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

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

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

Driving Continuous Improvement through Policies and Procedure Review

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

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

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

Examples of these improvements include:

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

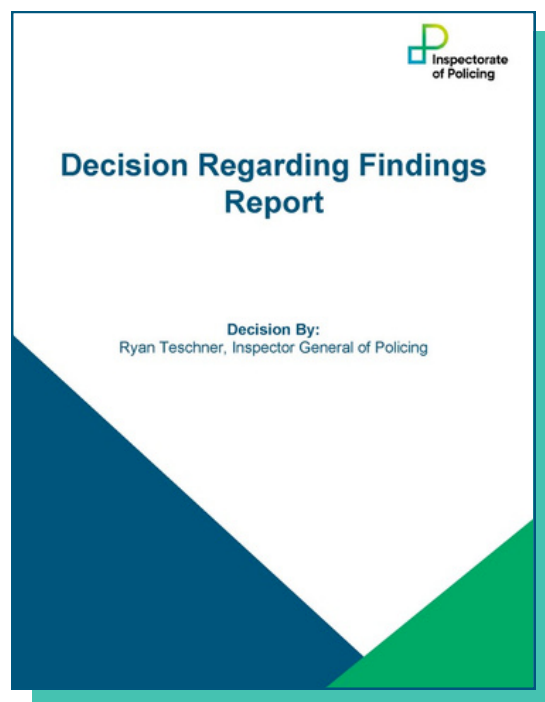
These examples demonstrate the value of public complaints as a tool for continuous improvement. They help identify issues, strengthen public trust, and ensure that policing policies and practices evolve to meet community needs and raise the performance bar across the Ontario policing sector.

2025 IG Decisions with Sector-Wide Impact

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

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

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



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

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

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

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

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

Recognizing Strong Practices in Police Investigation and Enforcement

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

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

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

Clarifying Board Member Duties and the Need for Confidentiality

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

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

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

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

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



Compliance with the CSPA

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

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

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

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

Durham Regional Police Service and Durham Regional Police Service Board

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

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

Thunder Bay Police Service and Thunder Bay Police Service Board

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

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

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

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

Directions Issued

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

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

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

The PRP has complied with the Direction.

Measures Imposed Under Section 126

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

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

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

Additional Prescribed Matters

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

The State of Ontario's Policing Sector



Oversight in Practice: Monitoring and Advisory Work

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

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

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

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

Issue Specific Inspection: Thunder Bay Police Service and Board

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

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

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

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

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



Results of the IoP's 2024 Policing Insight Statement Survey

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

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

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

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

Adequate & Effective Policing

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

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

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

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

Internal & External Challenges

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

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



Response Times

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

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

Municipal Police Services

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

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

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

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

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

Municipal Police Service Boards Information Sharing and Decision-Making

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

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

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

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

What We Heard

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



Pressures and Progress Across Policing and Governance

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

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

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

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

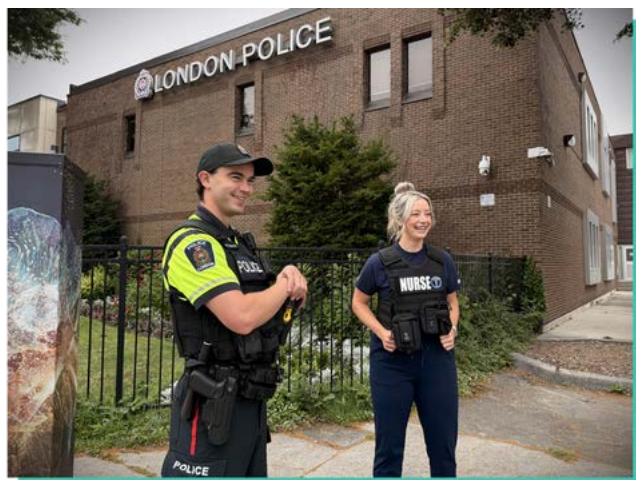
Enhancing Community Safety Through Partnership-Based Policing and Integrated Care



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

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

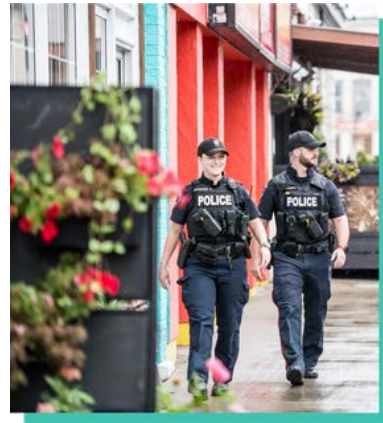
Overall, these modern response models have strengthened the LPS's ability to respond to complex social issues, while easing pressures on frontline resources, reinforcing community partnerships, and improving public trust.



Enhancing Downtown Safety with Proactive Policing



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



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



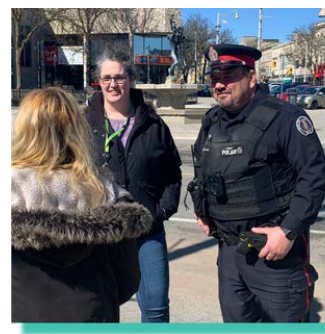
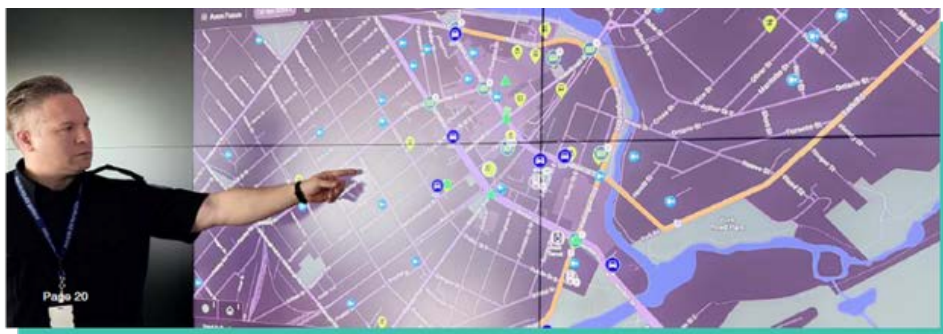
Enhancing Downtown Safety with Proactive Policing

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

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

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

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



Strengthening Police Response to Hate Incidents and Public Order Challenges



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

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



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

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

Increasing Public Safety with Technological Advancements

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

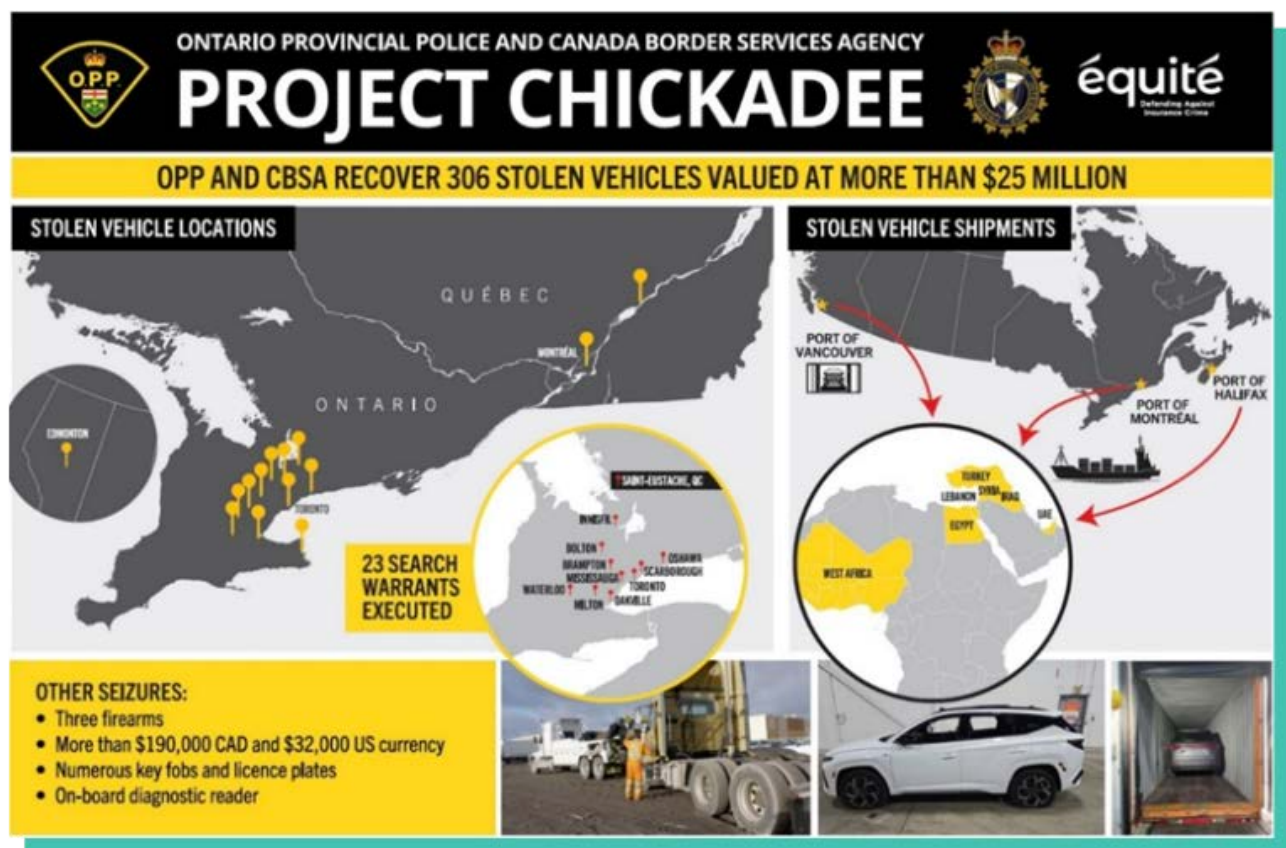
ESCO agencies will gain valuable insights into emergency situations and respond more effectively. A data-driven approach enables the identification of patterns and trends, allowing for proactive measures to prevent emergencies and improve response times. By leading ESCO, the Service is helping to improve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



Coordinated Enforcement Through Interagency Partnership



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



Supporting Member Wellness Through Leadership and Governance



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



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

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

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



Strengthening Frontline Capacity and Recruitment

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



Supporting Community Understanding Through Information-Sharing

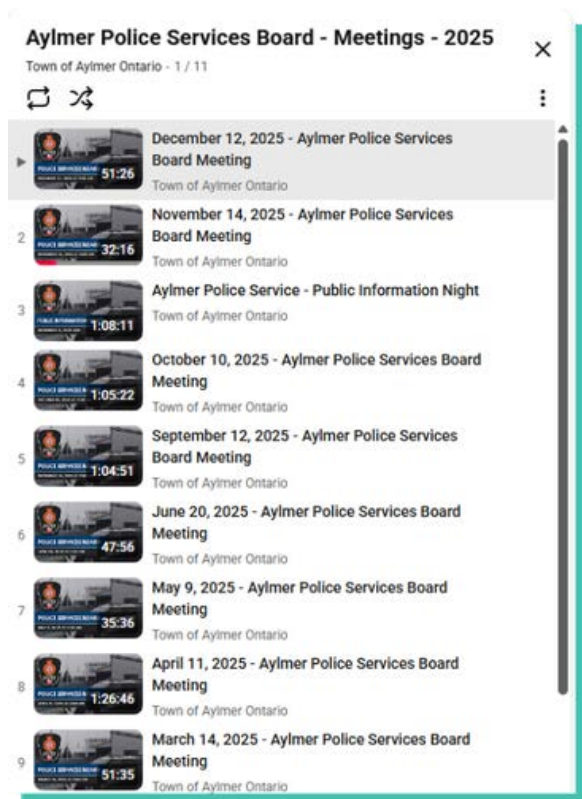


In August 2025, the **Peterborough Police Service** introduced its Community Safety Map, a public-facing tool, created and maintained by in-house resources, and designed to improve transparency and support community involvement in crime prevention. The interactive map provides residents with access to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

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



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



Advancing Victim-Centered Policing



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



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



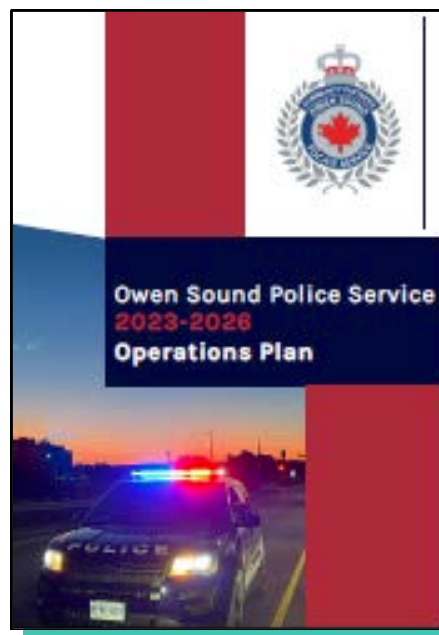
The Victim Response Support Unit (VRSU) was established to enhance the **Ontario Provincial Police's** response to abuse-related investigations by strengthening trauma-informed, victim-centred policing across the province. In 2025, the VRSU advanced the Detachment Abuse Issues Investigator (DAII) Program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

Strengthening Governance Through Public Transparency



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

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





Supporting First Nations Policing and Governance

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

Strengthening Governance and Board Leadership

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

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

Advancing Priority Policies

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

Engagement with Partners and First Nations Leadership

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

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

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

Supporting Additional First Nations Policing Transitions

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

Challenges and Lessons Learned

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

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

Looking Ahead

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

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

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

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

Oversight Support for First Nations Special Constable Employers

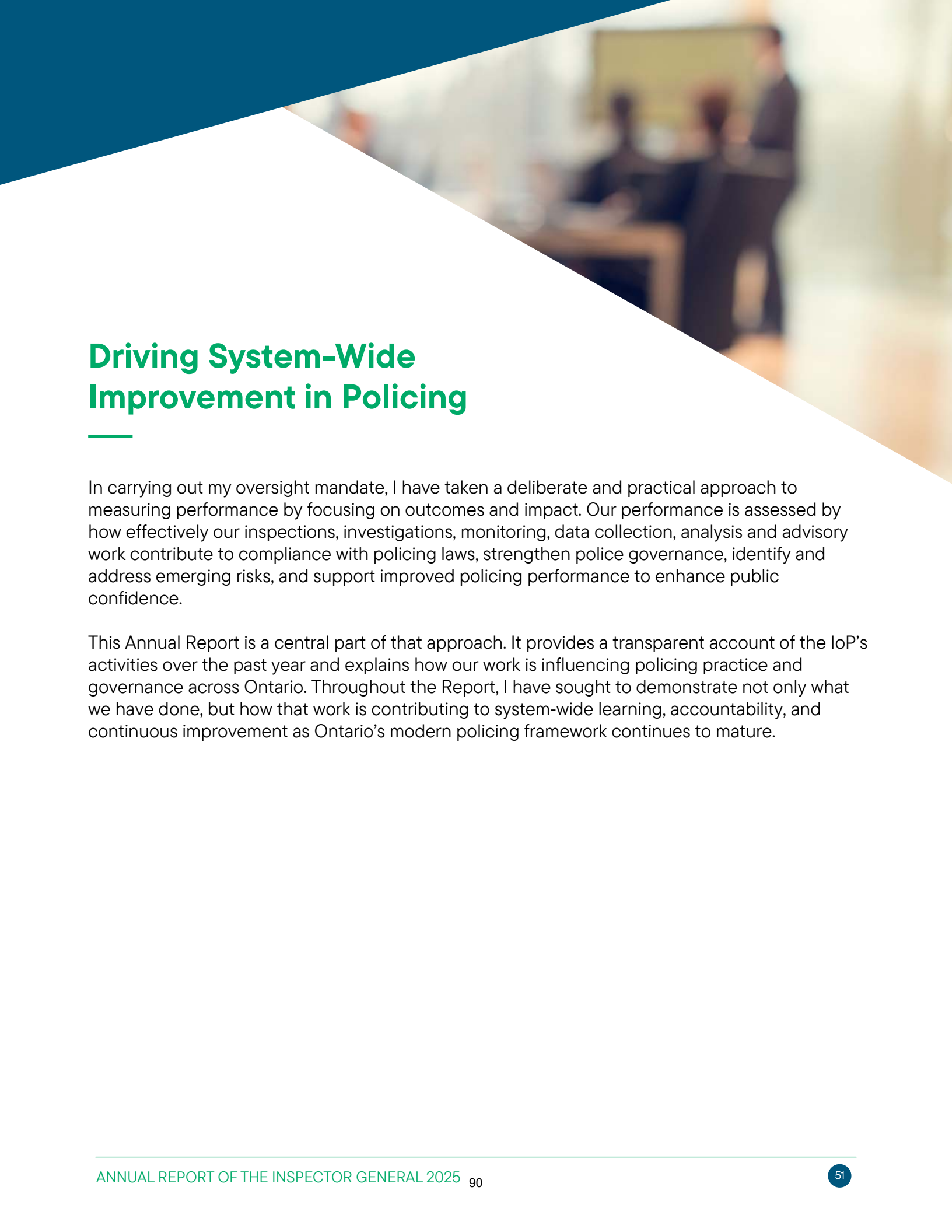
As more First Nations police services become special constable employers, the FNPLU will develop and deliver tailored advisory supports to help these agencies meet their CSPA-specific legislative responsibilities. This includes clarifying notification obligations, ensuring special constable training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

Addressing Oversight Gaps Affecting First Nations Public Safety

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

Inside the Inspectorate of Policing's Operations





Driving System-Wide Improvement in Policing

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

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

Modernizing Oversight Through a Risk-Based Framework

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

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

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

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



Developing the IoP's Policing Performance Measurement Framework

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

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

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

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

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

Laying the Groundwork for an IoP Data Strategy

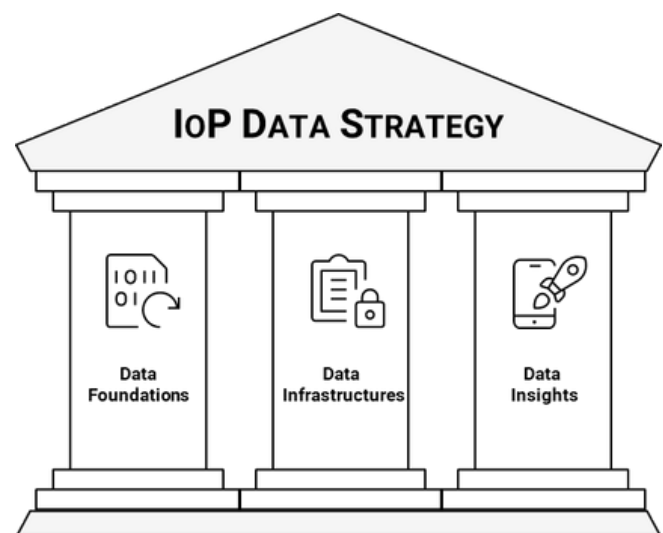
As policing and police governance continue to grow in complexity, effective oversight increasingly depends on access to reliable information and the ability to interpret it responsibly. In 2025, foundational work continued toward the development of a data strategy intended to guide how the IoP collects,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

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

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

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

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



Advancing Data-Driven Policing Through the IoP Intelligence Hub

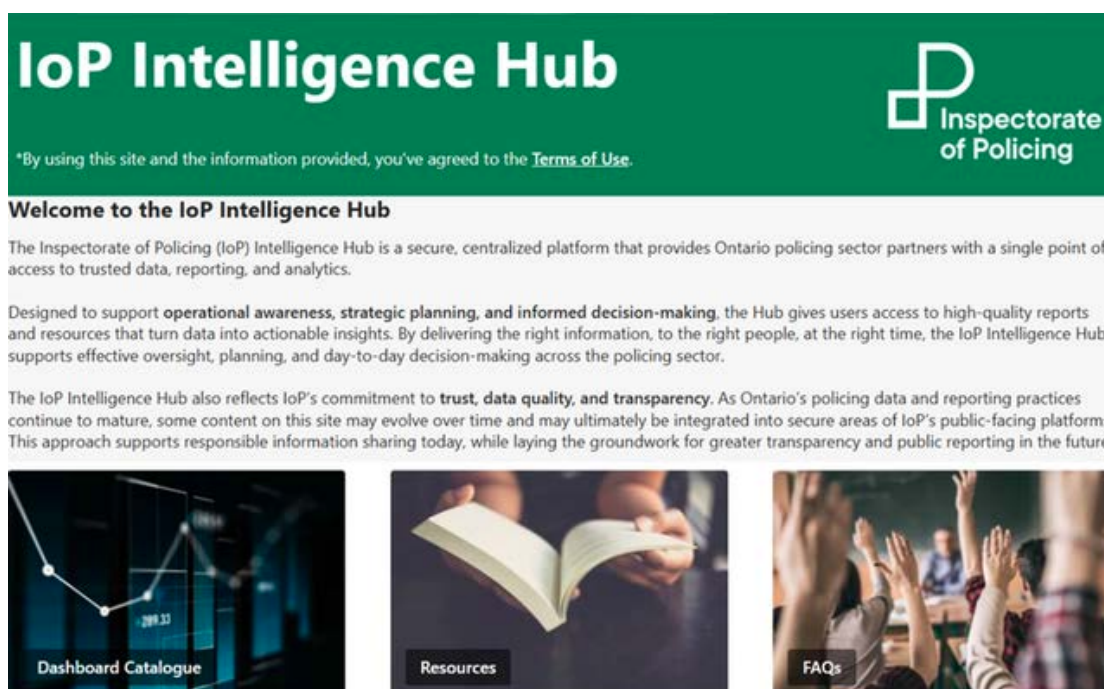
The IoP is advancing data-driven oversight through the launch of the **IoP Intelligence Hub**, a centralized platform for the IoP's policing data and analytics across Ontario.

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

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

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

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



Police Service Board Information (PSBI) Dashboard

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

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



Police Service Information (PSI) Dashboard

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

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



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

Examining Police Response Times Across Ontario

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

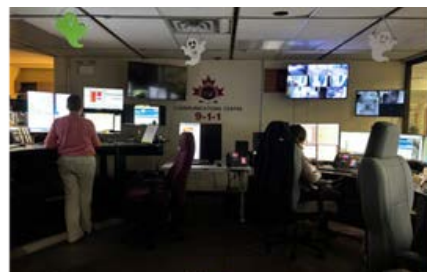
In 2025, the IoP's Centre for Data Intelligence and Innovation advanced research in this area in several important ways:

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

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

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

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



Response Time Province-Wide Inspection

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

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

Sector Engagement, Guidance, and Public Reporting

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

Engagement with the Policing Sector

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

National and International Engagements

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

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



Providing Advice Through IG Memos and Advisory Bulletins

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

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

Public Reporting, Digital Presence, and Transparency

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

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

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



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

Future Initiatives



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

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

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

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

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

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





Acknowledgements

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

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

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



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Ce rapport est aussi disponible en français



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LaSalle Police Service Public Memorandum

To: LaSalle Police Services Board

From: Michael Pearce, Chief of Police

Date: September 8, 2026

Subject: Inspectorate of Policing Province-Wide Inspection on Integrity and Anti-Corruption

Background:

Earlier this year, the Inspector General of Policing announced a province-wide inspection of police services as it relates to integrity and anti-corruption.

The Inspection will proceed in three phases:

Phase One — Generation: Development and distribution of this Inspection Notice, documentary production requests, and foundational inspection materials.

Phase Two — Data Gathering and Fieldwork: Review and analysis of documentary productions; selection and conduct of on-site inspections of a representative sample of Regulated Entities, which would involve interviews with police leadership, service members, and board members; consultations and separate interviews with subject-matter experts and Policing Stakeholders, such as police service associations; and public engagement.

Phase Three — Reporting: Analysis and synthesis of information gathered to produce a final composite report with findings and recommendations to the Inspector General.

Each police service in Ontario was compelled to provide disclosure on 111 items within the following major themes:

- Service profile and integrity framework
- Supervision and span of control
- Screening and vetting
- Access to police databases and information systems
- Evidence and property management
- Substance abuse and fitness for duty
- Board-specific document request

Phase One was completed on September 8, 2026. We submitted our documents on time.

Phase Two is scheduled to be completed in April 2027.

Phase Three is scheduled to be completed October 2027.

Recommendation:

That the LaSalle Police Services Board receives the Inspectorate of Policing Province-Wide Inspection on Integrity and Anti-Corruption Report for information.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'M Pearce'.

Michael Pearce
Chief of Police
LaSalle Police Service



1880 Normandy Street, LaSalle, Ontario, N9H 1P8
Phone: 519-969-5210
Fax: 519-969-2662

LaSalle Police Service Public Memorandum

To: LaSalle Police Services Board

From: Michael Pearce, Chief of Police

Date: September 1, 2026

Subject: Co-op Student Placement

Background:

We are pleased to announce that building upon the success of last year's partnership with the University of Windsor, we have agreed to host a co-op student this fall. Tasvi Mehta is enrolled in the Bachelor of Arts Criminology program, and she will be mentored by our Community Resource Officer, Constable Chris Williams. She will join us for four hours per week, assisting with our social media presence, learning about corporate communications, and attending community events.

We are proud to provide opportunities for post-secondary students to connect with our members and experience policing from a community perspective. Building these relationships helps create meaningful connections, encourages greater understanding and trust, and gives students an opportunity to see firsthand how we work together with residents, organizations, and community partners to make our community stronger.

Recommendation:

That the LaSalle Police Services Board receives the Co-op Student Placement Report for information.

Respectfully submitted,

Michael Pearce
Chief of Police
LaSalle Police Service



1880 Normandy Street, LaSalle, Ontario, N9H 1P8
Phone: 519-969-5210
Fax: 519-969-2662

LaSalle Police Service Public Memorandum

To: LaSalle Police Services Board

From: Michael Pearce, Chief of Police

Date: September 1, 2026

Subject: Community Focus 2026: January 1, 2026 to June 30, 2026

Background:

The following list represents community interaction and engagement by members of the Service for the identified period.

January:

- 14th – St. Clair College Polar Plunge Kick Off – Chief, DC, CRO Atkins
- 21st – Interview with VIP/Co-Op Student
- 22nd – Hot Chocolate – Villanova – CRO Atkins
- 23rd – St. Clair CJS Student Tour – HQ – CRO Atkins
- 28th – Spelling Bee – Sacred Heart School – DC, CRO Atkins
- 28th – Career Fair – St. Clair College – S/Sgt Goy, PC Jibrail
- 29th – Car Seat Clinic – Safety Village – PC Smiley
- 29th – Fundraiser Special Olympics – Holy Cross School – PC Smiley, Communicator Pare
- 31st – Community Information Booth – the Loop – PCs Adjetey-Nelson, Vaikla

February:

- 4th – Sandwich West Fundraiser for Special Olympics Ontario – CRO Atkins, Communicator Homenick
- 5th – Legacy Oak Fundraiser for Special Olympics Ontario – Sgt Pesin, Communicator Pare
- 6th – Anderdon Fundraiser for Special Olympics Ontario – Communicator Homenick
- 6th – LaSalle's 2nd Annual Polar Plunge – Event Center – Numerous members
- 13th – Fundraising Special Olympics Cheque Presentations at Sandwich West & Legacy Oak – CRO Atkins, PC Hunter
- 18th – Community Information Booth – PC McInnis, CRO Atkins
- 21ST – R.I.D.E. program – LaSalle – numerous officers
- 23rd –Community Conversation – Villanova – Chief Pearce, PC Thornton
- 24th – Empowering Voices Symposium – Ciociaro Club – PC Vaikla, CRO Atkins
- 26th – Safety Village Car Seat Clinic – PCs Pavia, Kosnik

March:

- 5th – Community Connections & Wellness Fair - Villanova High School – CRO Atkins, PC Thornton (C.O.A.S.T.)
- 12th – Rebounds for Ronald McDonald House – Sandwich Secondary – numerous officers
- 25th – Lock Down Drill – Villanova – numerous officers

April:

- 11th – Career Expo – St. Clair College – PC Williams
- 13th – Assembly engagement – Villanova – PCs Williams, Adjetey-Nelson
- 17th – Fraud Presentation – Chartwell Retirement – PC Williams
- 18th – Fill-the-Cruiser – Zehrs Malden Road – DC, numerous officers
- 24th – Safety Village Presentation – SW Public School – PC Williams
- 24th – Big Brothers Bowling – numerous officers
- 25th – Turtle Clube Parade – Chief, numerous officers
- 26th – R.I.D.E Program – LaSalle – numerous officers
- 30th – Car Seat Clinic - Safety Village – PCs Williams, Smiley
- 30th – Sparks Tour Group – HQ – PC Williams

May:

- 3rd – Steps4Life Walk – Malden Park – PC Williams
- 6th – McHappy Day – Ojibway McDonalds – Staff Goy, PC Williams
- 7th – Police Week – Devonshire Mall – PC Williams
- 8th – CAA Safety Patrollers Movie Day – PC Williams
- 12th – Frauds and Scams for Seniors – Vollmer Complex – PC Williams
- 13th – Coffee with a Cop – Tim Horton's – PCs Williams, Bickerstaff, Auxiliaries
- 14th – BBQ, Community Booth – Freshco – PC Williams
- 15th – BBQ, Community Booth – Zehrs – PC Williams
- 20th – Youth Diversion Tour – Staff Goy
- 21st – Sneakers and Speakers CPTED – Vollmer Complex – PC Williams
- 31st – Night Market – Civic Centre - Auxiliariesilaroc

June:

- 2nd - Crossing guard appreciation – PC Williams
- 2nd – Legacy Oak residents tour station – PC Williams
- 4th – Frauds and Scams presentation – Seasons Retirement – PC Williams
- 4th – Kick off Safe Cycling Program – PC Williams
- 6th – NICU picnic – PC Williams
- 7th – Bike Rodeo – PC Williams
- 8th – Presentation – Villanova Graduates – PC Williams
- 8th – K9 visit – Sacred Heart School – PC Williams
- 9th – K9 visit – Holy Cross, Monseigneur Caron – PC Williams
- 12th – Strawberry Festival – numerous officers
- 17th – Safety Village – PC Williams
- 18th – LaSalle Public School tour station – PC Williams
- 18th – Safety Village grand opening – PC Williams
- 19th – Presentation - Early Years Montessori Front Road – PC Williams

19th – Chief for the day activities – PC Williams
22nd – Marine Unit – Fireworks Night – PC Williams
24th – Presentation – Villanova Graduation – PC Williams
24th – Presentation – Sandwich Graduation – S/Sgt Goy
30th – Visit Montessori Malden Road – PC Williams

Recommendation:

That the LaSalle Police Services Board receive this memorandum for information.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "M Pearce".

Michael Pearce
Chief of Police
LaSalle Police Service



1880 Normandy Street, LaSalle, Ontario, N9H 1P8
Phone: 519-969-5210
Fax: 519-969-2662

LaSalle Police Service Public Memorandum

To: LaSalle Police Services Board

From: Michael Pearce, Chief of Police

Date: August 5, 2026

Subject: Vehicle Pursuits

Background:

Pursuant to LPSB Policy LE-045LPSB – Vehicle Pursuits, the following information is provided to the Board:

- The LaSalle Police Service updated its vehicle pursuit policy on November 4, 2024, and the procedure is consistent with *Ontario Regulation 397/23 Vehicle Pursuits*.
- The LaSalle Police Service has complied with this procedure and *Ontario Regulation 397/23 Vehicle Pursuits*.
- The LaSalle Police Service did not initiate or participate in a vehicle pursuit in the 12 months ending on July 31, 2026.

Recommendation:

That the LaSalle Police Services Board receives this memorandum for information.

Respectfully submitted,

Michael Pearce
Chief of Police
LaSalle Police Service

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

FROM: Ken Weatherill
Assistant Deputy Minister
Public Safety Division

SUBJECT: **Police Service Board and OPP Detachment Board
Members and Elections**

DATE OF ISSUE:	June 11, 2026
CLASSIFICATION:	General Information
RETENTION:	Indefinite
INDEX NO.:	26-0032
PRIORITY:	Normal

All members of a municipal police service board who will be running in the upcoming municipal elections in October 2026 should review [O. Reg. 408/23: Code of Conduct for Police Service Board Members](#).

Likewise, members of an Ontario Provincial Police (OPP) detachment board should review [O. Reg. 409/23: Code of Conduct for O.P.P. Detachment Board Members](#).

The ministry advises that a board member should disclose to the police service board or OPP detachment board their decision to be a candidate in a municipal election as soon as possible. Police service board members appointed by Lieutenant Governor in Council (LGIC) or Minister, as well as OPP detachment board members appointed by the Minister must inform the ministry as soon as possible. Please contact Gita Ramburuth, Appointments Officer, Training Strategy and Development Unit, Public Safety Division at gita.ramburuth@ontario.ca and Minister.SOLGEN@ontario.ca.

Board members who are candidates in the October 2026 municipal election should also consider whether being a candidate creates a conflict of interest as defined in O. Reg. 408/23 and O. Reg. 409/23. "Conflict of interest" is defined as a situation in which the board member's private interests or personal relationships place, or may reasonably be perceived to place, the member in conflict with their duties as a member of the board. If a board member does have a conflict of interest, they must promptly disclose this.

In addition, they must not participate in discussion of or voting with respect to matters at board meetings if they have a conflict of interest in the matter.

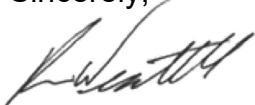
A police service board or OPP detachment board may have its own rules and procedures related to the political activity of its members that should be reviewed. Police service boards and OPP detachment boards may develop rules or procedures pursuant to s. 46 (1) and s. 67 (6) of the [Community Safety and Policing Act, 2019 \(CSPA\)](#).

Should a board member be elected to local office, the board member should consider notifying their police service board or OPP detachment board immediately, to determine next steps. Should a police service board member appointed by LGIC or Minister, or OPP detachment board member appointed by the Minister be elected to local office, the board member must notify the ministry immediately.

Inspector General of Policing (IG), Ryan Teschner, will be issuing an Advisory Bulletin in the coming weeks outlining key statutory obligations for police service board members and OPP detachment board members under the CSPA and its regulations, with a particular focus on board accountability and compliance requirements, as well as other applicable legislation.

Advisory Bulletins constitute the IG's advice pursuant to section 102 (4) of the CSPA and are intended to serve as a resource for the sector by offering the IG's general interpretation of various provisions of the CSPA. This Advisory Bulletin will be distributed by the Office of the Inspector General.

Sincerely,



Ken Weatherill
Assistant Deputy Minister
Public Safety Division

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

Ryan Teschner
Inspector General of Policing



Windsor & Essex County Crime Stoppers

Police Coordinator Report

May 1st to May 31st, 2026

Overview

Crime Stoppers exists to provide a means for the public to pass along anonymous information that assists in solving crimes, recovering stolen property, seizing illegal drugs, and locating those for whom there is an outstanding warrant of arrest. Locally, the program is operated jointly as Windsor-Essex County Crime Stoppers and has the responsibility to receive and disseminate information to all law enforcement agencies within Essex County.

CTV Windsor

Monthly Crime Report Segment with CTV News Windsor featured a poaching incident at Point Pelee National Park involving a deceased swan and her eggs, leading to public outcry and a request for assistance from the Parks Canada Agency.

Police Week

May 7th to 9th at Devonshire Mall. Crime Stoppers staff and volunteers attended to participate in Police Week. Public interaction and resource materials were offered to educate the public on crime awareness & prevention. Crime Stoppers swag was provided, and the makeshift jail was a big hit. Social media posts resulted in 13,030 views during the event.

Social Media

Sustained daily maintenance and management of Windsor & Essex County Crime Stoppers social media platforms such as Facebook and Instagram posts and Crime Stoppers Catchcrooks Website.

This statistical report is reflective of May 1st to May 31st, 2026.

Crime Stoppers tip information was distributed to the following agencies during this period:

- Windsor Police Service.
- Windsor Police Service Amherstburg Detachment.
- Ontario Provincial Police.
- LaSalle Police Service.
- Ministry of Revenue and Finance.
- Windsor & Essex County Health Unit- Tobacco Enforcement.
- Canada Border Services Agency.
- Repeat Offender Parole Enforcement.
- Windsor Police Criminal Intelligence Unit – Cannabis Enforcement.

Attached documents include:

Police Coordinators Report.

Monthly Statistical Report.

Tip Summary Report.

This Report was Prepared By:

Constable Rick Surette – Ontario Provincial Police.

Constable Jamie Fummerton – Windsor Police Service.

TOTAL POPULATION REPRESENTED – 398,718 (2019 CENSUS)

POPULATION (CITY) – 217,188

POPULATION (COUNTY) – 126,314

POPULATION (LASALLE) – 33,180

POPULATION (AMHERSTBURG) – 22,036

Statistic	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Tips Received	137	193	171	159	156	0	0	0	0	0	0	0
Tip Follow-ups	77	141	152	152	144	0	0	0	0	0	0	0
Arrests	15	9	12	1	2	0	0	0	0	0	0	0
Cases Cleared	12	16	24	1	4	0	0	0	0	0	0	0
Charges Laid	28	28	53	4	5	0	0	0	0	0	0	0
Fugitives	0	0	0	0	0	0	0	0	0	0	0	0
Administrative Discipline	0	0	0	0	0	0	0	0	0	0	0	0
# of Rewards Approved	3	10	25	2	1	0	0	0	0	0	0	0
Rewards Approved	\$900	\$900	\$3,500	\$600	\$100	\$0	\$0	\$0	\$0	\$0	\$0	\$0
# of Rewards Paid	2	1	4	4	2	0	0	0	0	0	0	0
Rewards Paid	\$600	\$300	\$1,850	\$1,100	\$150	\$0	\$0	\$0	\$0	\$0	\$0	\$0
# of Weapons Recovered	0	0	5	0	0	0	0	0	0	0	0	0
# of Vehicles Recovered	0	1	0	0	0	0	0	0	0	0	0	0
Property Recovered	\$0	\$8,700	\$492	\$200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash Recovered	\$7,000	\$2,068	\$314,000	\$950	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Drugs Seized	\$3,800	\$3,100	\$132,865	\$5,050	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Recovered	\$10,800	\$13,868	\$447,357	\$6,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Statistic	Q1	Q2	Q3	Q4	YTD	SI
Tips Received	501	315	0	0	816	65,866
Tip Follow-ups	370	296	0	0	666	24,827
Calls Received	0	0	0	0	0	3,138
Arrests	36	3	0	0	39	7,294
Cases Cleared	52	5	0	0	57	10,693
Charges Laid	109	9	0	0	118	10,895
Fugitives	0	0	0	0	0	625
Administrative Discipline	0	0	0	0	0	3
# of Rewards Approved	38	3	0	0	41	2,050
Rewards Approved	\$5,300	\$700	\$0	\$0	\$6,000	\$1,302,135
# of Rewards Paid	7	6	0	0	13	1,006
Rewards Paid	\$2,750	\$1,250	\$0	\$0	\$4,000	\$844,652
# of Weapons Recovered	5	0	0	0	5	572
# of Vehicles Recovered	1	0	0	0	1	39
Property Recovered	\$9,192	\$200	\$0	\$0	\$9,392	\$13,821,945
Cash Recovered	\$323,068	\$950	\$0	\$0	\$324,018	\$987,651
Drugs Seized	\$139,765	\$5,050	\$0	\$0	\$144,815	\$121,357,300
Total Recovered	\$472,025	\$6,200	\$0	\$0	\$478,225	\$136,166,896

Windsor - Essex County Crime Stoppers Tip Summary Report

Created Date: 2026/05/01 to 2026/05/31

Offense Type	Count
Animal Cruelty	1
Arson	0
Assault	4
Attempt Murder	0
Breach of Condition	2
Break and Enter	2
By Law	2
Child Abuse	3
COVID-19	1
Cybercrime	3
Disqualified Driving	2
Drugs	41
Elder Abuse	1
Fraud	10
Highway Traffic Act	7
Hit and Run / Fail to Remain	0
Homicide	3
Human Smuggling	0
Human Trafficking	0
Illegal Cigarettes	1

Immigration	0
Impaired Driver	2
Indecent Act	1
Liquor (sales to minors, sales without licence)	0
Mischief	1
Missing Person	0
Motor Vehicle Collision	2
Possession of Stolen Property	0
Prostitution/Morality	2
Repeat Impaired Driver	2
Robbery	2
Sexual Assault	3
Stolen Vehicle	1
Suspended Driver	0
Suspicious Activity	6
Terrorism	0
Test Tip	0
Theft	29
Threats	0
Warrant	8
Weapons	2
<i>Other</i>	10
<i>Unknown</i>	4
Total	158



Windsor & Essex County Crime Stoppers

Police Coordinator Report

June 1st to June 30th, 2026

Overview

Crime Stoppers exists to provide a means for the public to pass along anonymous information that assists in solving crimes, recovering stolen property, seizing illegal drugs, and locating those for whom there is an outstanding warrant of arrest. Locally, the program is operated jointly as Windsor-Essex County Crime Stoppers and has the responsibility to receive and disseminate information to all law enforcement agencies within Essex County.

CTV Windsor

Monthly Crime Report Segment with CTV News Windsor featured numerous residential break-ins to apartment complex units in the 4700 block of Riverside Drive East. Two suspects were captured on video entering the complex and units within. Jewelry and other personal items were stolen. The investigation is on-going.

Events

June events included speaking engagements with Unifor and Loblaws, educational talks with elementary and high school students from numerous schools, meeting with Colasanti's regarding a new event proposal, meeting with Dave Campbell, founding father of the Southern Footprints Run, who made a generous donation to Crime Stoppers and a photo shoot and article about Crime Stoppers in The Drive Magazine.

Social Media

Sustained daily maintenance and management of Windsor & Essex County Crime Stoppers social media platforms such as Facebook and Instagram posts and Crime Stoppers Catchcrooks Website.

This statistical report is reflective of June 1st to June 30th, 2026.

Crime Stoppers tip information was distributed to the following agencies during this period:

- Windsor Police Service.
- Windsor Police Service Amherstburg Detachment.
- Ontario Provincial Police.
- LaSalle Police Service.
- Ministry of Revenue and Finance.
- Windsor & Essex County Health Unit- Tobacco Enforcement.
- Canada Border Services Agency.
- Repeat Offender Parole Enforcement.
- Windsor Police Criminal Intelligence Unit – Cannabis Enforcement.

Attached documents include:

Police Coordinators Report.

Monthly Statistical Report.

Tip Summary Report.

This Report was Prepared By:

Constable Rick Surette – Ontario Provincial Police.

Constable Jamie Fummerton – Windsor Police Service.

TOTAL POPULATION REPRESENTED – 398,718 (2019 CENSUS)

POPULATION (CITY) – 217,188

POPULATION (COUNTY) – 126,314

POPULATION (LASALLE) – 33,180

POPULATION (AMHERSTBURG) – 22,036

Statistic	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Tips Received	137	193	171	159	156	147	0	0	0	0	0	0
Tip Follow-ups	77	141	152	152	144	116	0	0	0	0	0	0
Arrests	15	9	12	1	2	16	0	0	0	0	0	0
Cases Cleared	12	16	24	1	3	18	0	0	0	0	0	0
Charges Laid	28	28	53	4	4	19	0	0	0	0	0	0
Fugitives	0	0	0	0	0	0	0	0	0	0	0	0
Administrative Discipline	0	0	0	0	0	0	0	0	0	0	0	0
# of Rewards Approved	3	10	25	2	1	11	0	0	0	0	0	0
Rewards Approved	\$900	\$900	\$3,500	\$600	\$100	\$550	\$0	\$0	\$0	\$0	\$0	\$0
# of Rewards Paid	2	1	4	4	2	1	0	0	0	0	0	0
Rewards Paid	\$600	\$300	\$1,850	\$1,100	\$150	\$50	\$0	\$0	\$0	\$0	\$0	\$0
# of Weapons Recovered	0	0	5	0	0	0	0	0	0	0	0	0
# of Vehicles Recovered	0	1	0	0	0	0	0	0	0	0	0	0
Property Recovered	\$0	\$8,700	\$492	\$200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cash Recovered	\$7,000	\$2,068	\$314,000	\$950	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Drugs Seized	\$3,800	\$3,100	\$132,865	\$5,050	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Recovered	\$10,800	\$13,868	\$447,357	\$6,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Statistic	Q1	Q2	Q3	Q4	YTD	SI
Tips Received	501	462	0	0	963	66,013
Tip Follow-ups	370	412	0	0	782	24,943
Calls Received	0	0	0	0	0	3,138
Arrests	36	19	0	0	55	7,310
Cases Cleared	52	22	0	0	74	10,710
Charges Laid	109	27	0	0	136	10,913
Fugitives	0	0	0	0	0	625
Administrative Discipline	0	0	0	0	0	3
# of Rewards Approved	38	14	0	0	52	2,061
Rewards Approved	\$5,300	\$1,250	\$0	\$0	\$6,550	\$1,302,685
# of Rewards Paid	7	7	0	0	14	1,007
Rewards Paid	\$2,750	\$1,300	\$0	\$0	\$4,050	\$844,702
# of Weapons Recovered	5	0	0	0	5	572
# of Vehicles Recovered	1	0	0	0	1	39
Property Recovered	\$9,192	\$200	\$0	\$0	\$9,392	\$13,821,945
Cash Recovered	\$323,068	\$950	\$0	\$0	\$324,018	\$987,651
Drugs Seized	\$139,765	\$5,050	\$0	\$0	\$144,815	\$121,357,300
Total Recovered	\$472,025	\$6,200	\$0	\$0	\$478,225	\$136,166,896

Windsor - Essex County Crime Stoppers Tip Summary Report

Created Date: 2026/06/01 to 2026/06/30

Offense Type	Count
Animal Cruelty	2
Arson	1
Assault	7
Attempt Murder	0
Breach of Condition	3
Break and Enter	6
By Law	5
Child Abuse	0
COVID-19	0
Cybercrime	3
Disqualified Driving	2
Drugs	49
Elder Abuse	0
Fraud	4
Highway Traffic Act	4
Hit and Run / Fail to Remain	0
Homicide	2
Human Smuggling	0
Human Trafficking	1
Illegal Cigarettes	3

Immigration	9
Impaired Driver	2
Indecent Act	1
Liquor (sales to minors, sales without licence)	0
Mischief	1
Missing Person	0
Motor Vehicle Collision	0
Possession of Stolen Property	1
Prostitution/Morality	3
Repeat Impaired Driver	2
Robbery	1
Sexual Assault	1
Stolen Vehicle	1
Suspended Driver	0
Suspicious Activity	6
Terrorism	0
Test Tip	1
Theft	6
Threats	3
Warrant	4
Weapons	5
<i>Other</i>	11
<i>Unknown</i>	1
Total	151



Windsor & Essex County Crime Stoppers

Police Coordinator Report

July 1st to July 31st, 2026

Overview

Crime Stoppers exists to provide a means for the public to pass along anonymous information that assists in solving crimes, recovering stolen property, seizing illegal drugs, and locating those for whom there is an outstanding warrant of arrest. Locally, the program is operated jointly as Windsor-Essex County Crime Stoppers and has the responsibility to receive and disseminate information to all law enforcement agencies within Essex County.

Social Media

Sustained daily maintenance and management of Windsor & Essex County Crime Stoppers social media platforms such as Facebook and Instagram posts and Crime Stoppers Catchcrooks Website.

This statistical report is reflective of July 1st to July 31st, 2026.

Crime Stoppers tip information was distributed to the following agencies during this period:

- Windsor Police Service.
- Windsor Police Service Amherstburg Detachment.
- Ontario Provincial Police.
- LaSalle Police Service.
- Ministry of Revenue and Finance.
- Windsor & Essex County Health Unit- Tobacco Enforcement.
- Canada Border Services Agency.
- Repeat Offender Parole Enforcement.
- Windsor Police Criminal Intelligence Unit – Cannabis Enforcement.

Attached documents include:

Police Coordinators Report.

Monthly Statistical Report.

Tip Summary Report.

This Report was Prepared By:

Constable Rick Surette – Ontario Provincial Police.

Constable Jamie Fummerton – Windsor Police Service.

TOTAL POPULATION REPRESENTED – 398,718 (2019 CENSUS)

POPULATION (CITY) – 217,188

POPULATION (COUNTY) – 126,314

POPULATION (LASALLE) – 33,180

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Statistic	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Tips Received	137	193	171	159	156	147	128	0	0	0	0	0
Tip Follow-ups	77	141	152	152	144	116	107	0	0	0	0	0
Arrests	15	9	12	1	2	16	4	0	0	0	0	0
Cases Cleared	12	16	24	1	3	18	7	0	0	0	0	0
Charges Laid	28	28	53	4	4	19	6	0	0	0	0	0
Fugitives	0	0	0	0	0	0	0	0	0	0	0	0
Administrative Discipline	0	0	0	0	0	0	0	0	0	0	0	0
# of Rewards Approved	3	10	25	2	1	11	1	0	0	0	0	0
Rewards Approved	\$900	\$900	\$3,500	\$600	\$100	\$550	\$200	\$0	\$0	\$0	\$0	\$0
# of Rewards Paid	2	1	4	4	2	1	1	0	0	0	0	0
Rewards Paid	\$600	\$300	\$1,850	\$1,100	\$150	\$50	\$200	\$0	\$0	\$0	\$0	\$0
# of Weapons Recovered	0	0	5	0	0	0	5	0	0	0	0	0
# of Vehicles Recovered	0	1	0	0	0	0	0	0	0	0	0	0
Property Recovered	\$0	\$8,700	\$492	\$200	\$0	\$0	\$3,000	\$0	\$0	\$0	\$0	\$0
Cash Recovered	\$7,000	\$2,068	\$314,000	\$950	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Drugs Seized	\$3,800	\$3,100	\$132,865	\$5,050	\$0	\$0	\$300	\$0	\$0	\$0	\$0	\$0
Total Recovered	\$10,800	\$13,868	\$447,357	\$6,200	\$0	\$0	\$3,300	\$0	\$0	\$0	\$0	\$0

Statistic	Q1	Q2	Q3	Q4	YTD	SI
Tips Received	501	462	128	0	1,091	66,141
Tip Follow-ups	370	412	107	0	889	25,050
Calls Received	0	0	0	0	0	3,138
Arrests	36	19	4	0	59	7,314
Cases Cleared	52	22	7	0	81	10,717
Charges Laid	109	27	6	0	142	10,919
Fugitives	0	0	0	0	0	625
Administrative Discipline	0	0	0	0	0	3
# of Rewards Approved	38	14	1	0	53	2,062
Rewards Approved	\$5,300	\$1,250	\$200	\$0	\$6,750	\$1,302,885
# of Rewards Paid	7	7	1	0	15	1,008
Rewards Paid	\$2,750	\$1,300	\$200	\$0	\$4,250	\$844,902
# of Weapons Recovered	5	0	5	0	10	577
# of Vehicles Recovered	1	0	0	0	1	39
Property Recovered	\$9,192	\$200	\$3,000	\$0	\$12,392	\$13,824,945
Cash Recovered	\$323,068	\$950	\$0	\$0	\$324,018	\$987,651
Drugs Seized	\$139,765	\$5,050	\$300	\$0	\$145,115	\$121,357,600
Total Recovered	\$472,025	\$6,200	\$3,300	\$0	\$481,525	\$136,170,196

Windsor - Essex County Crime Stoppers Tip Summary Report

Created Date: 2026/07/01 to 2026/07/31

Offense Type	Count
Animal Cruelty	3
Arson	2
Assault	2
Attempt Murder	1
Breach of Condition	6
Break and Enter	5
By Law	0
Child Abuse	2
COVID-19	0
Cybercrime	0
Disqualified Driving	3
Drugs	35
Elder Abuse	0
Fraud	2
Highway Traffic Act	9
Hit and Run / Fail to Remain	0
Homicide	4
Human Smuggling	0
Human Trafficking	2
Illegal Cigarettes	1
Immigration	1

Impaired Driver	2
Indecent Act	0
Liquor (sales to minors, sales without licence)	0
Mischief	3
Missing Person	0
Motor Vehicle Collision	2
Possession of Stolen Property	0
Prostitution/Morality	2
Repeat Impaired Driver	0
Robbery	1
Sexual Assault	0
Stolen Vehicle	1
Suspended Driver	1
Suspicious Activity	8
Terrorism	0
Test Tip	1
Theft	8
Threats	0
Warrant	6
Weapons	2
<i>Other</i>	16
<i>Unknown</i>	1
Total	132



LaSalle Police Services Board Public Memorandum

To: LaSalle Police Services Board

From: T. Mailloux, Board Secretary

Date: September 8, 2026

Subject: LaSalle Police Services Board 2026 Correspondence Summary Number 1

Recommendation:

That the memorandum from the Board Secretary dated September 8, 2026 regarding the LaSalle Police Services Board 2026 Correspondence Summary Number 1 be received for information.

Background:

Attached is a summary of emails received from the Ministry of the Solicitor General (MSG) regarding the All Chiefs and Board Memos, Memos from the Inspector of Policing (IoP), and correspondence from Police Governance Ontario (PGO) for the period from June 1, 2026 through August 31, 2026.

The emails listed in the summary are forwarded to the Board members for their review as they are received by the Board Secretary.

Respectfully submitted,

Tanya Mailloux, Secretary
LaSalle Police Services Board

Attachment

LaSalle Police Services Board 2026 Correspondence Summary #1

All MSG, IoP, and PGO emails/correspondence that are emailed to the Board Secretary are forwarded to Board members upon receipt. The memos are placed on the agenda upon a Board member's request.

Date	Reference Number	Subject
June 11, 2026	MSG - 26-0032	Police Service Board and OPP Detachment Board Members and Elections
July 14, 2026	IoP – Memo #11	Notice of Issue – Increase in Antisemitism and Hate Motivated Incidents
July 24, 2026	IoP Advisory Bulletin 4.1	Political Activity – Police Service Board Members & OPP Detachment Board Members
July 28, 2026	IoP	Inspector General of Policing Releases 2025 Annual Report



1880 Normandy Street, LaSalle, Ontario, N9H 1P8
Phone: 519-969-5210
Fax: 519-969-2662

LaSalle Police Service Public Memorandum

To: LaSalle Police Services Board

From: Michael Pearce, Chief of Police

Date: September 2, 2026

Subject: Kingsville Fire Dispatch Statistics – May, June, July, August 2025/2026

Background:

In accordance with Clause 3(a) of the dispatching agreement between the Corporation of the Town of LaSalle and the Corporation of the Town of Kingsville, please find Kingsville Fire Statistics for the month(s) of May, June, July, and August 2025/2026 which are also provided to Kingsville Fire Service.

Total calls for the month of May 2025:	35
Total calls for the month of May 2026:	39

Total calls for the month of June 2025:	25
Total calls for the month of June 2026:	44

Total calls for the month of July 2025:	30
Total calls for the month of July 2026:	39

Total calls for the month of August 2025:	29
Total calls for the month of August 2026:	39

Recommendation:

That the LaSalle Police Services Board receive this memorandum for information.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "M Pearce".

Michael Pearce
Chief of Police
LaSalle Police Service