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

THUNDER BAY OPP DETACHMENT
DÉTACHEMENT DE THUNDER BAY DE LA POLICE PROVINCIALE

Agenda for Meeting: Thursday, October 15, 2026 at 5:30 p.m.
OPP Detachment Office, 3267 Highway 130, Rosslyn, ON

1. Preliminary Matters

1.1 Call to Order by Chair

1.2 Approval and/or Amendment of the Agenda

1.3 Request/Receive Declarations of Pecuniary Interests (if any)

1.4 Introduction of IoP Zone Advisor

2. Minutes from Previous Meeting

2.1	Minutes of the Meeting held June 18, 2026	1-3
2.2	Matters Arising from the Minutes	-

3. Reports and Items for Discussion

3.1	Police Report – 2026 Third Quarter	4-19
3.2	Grant Programs (Discussion with Grant Support Specialist)	-
3.3	Detachment Commander Performance Management Process	20-21
3.4	Highway 11/17 Advance Warning Lights	22-23
3.5	Community Representatives	24-25
3.6	Requests for Enforcement Policy	26-29

4. Correspondence

4.1	Summer, 2026: PGO Quarterly Newsletter	30-44
4.2	July 28, 2026: Letter from Inspectorate of Policing – Inspector General Memo #12: Release of the Inspector General of Policing 2025 Annual Report	45-112
4.3	September 29, 2026: Email from PGO – AI & Police Governance Virtual Summit	113-115
4.4	September 21, 2026: Email from PGO – A Zone is More Than Three Meetings on a Calendar	116-119
4.4	October 5, 2026: Email from PGO – Supporting Your Association: Sometimes the Most Valuable Resources is Knowing Who to Ask	120-123

5. By-laws

6. New Business

7. Closed Session

8. Next Meeting

9. Adjournment

Lakehead OPP Detachment Board

MINUTES OF THE REGULAR MEETING OF THE BOARD
June 18, 2026 at 5:30 p.m.
Location: 3267 Highway 130, Rosslyn, ON

PRESENT: Councillor Don Smith, Municipality of Shuniah
Councillor Brian Wright, Municipality of Neebing
Councillor John Sobolta, Township of O'Connor
Reeve Wendy Wright, Township of Gillies
Ralph Falcioni, Community Representative
Lisa Laitinen-Egbuchulam, Community Representative
Rox-Anne Moore, Community Representative
Clarke Chapman, Lac Des Mille Lacs
Caleb Garrow-Ledoux, Provincial Representative
Kelly Walsh, Provincial Representative
Karen Cameron-Powell, Provincial Representative
Robert Michelizzi, O.P.P. Thunder Bay Detachment
Christopher Bortolin, O.P.P. Thunder Bay Detachment
Erika Kromm, Board Secretary

REGRETS: Chief Wilfred King, Kiashke Zaaging Anishinaabek (Gull Bay)
Beth Boon, Kiashke Zaaging Anishinaabek (Gull Bay)
Councillor David Halvorsen, Township of Conmee

ALSO PRESENT: Members of the media

1. Preliminary Matters

1.1. Call to Order

The Chair called the meeting to order at 5:40 pm and provided a land acknowledgement.

1.2. Oath of Office

Karen Cameron-Powell completed the Oath of Office.

1.3. Approval and/or Amendment of the Agenda

Chair Smith asked whether any members wished to make any additions or adjustments to the agenda.

Resolution No. 2026-009

Moved by: Member Ralph Falcioni
Seconded by: Member John Sobolta

BE IT RESOLVED THAT the agenda for tonight's meeting be approved as presented.

CARRIED ✓

1.4. Request/Receive Declarations of Pecuniary Interests (if any)

No declarations of pecuniary interest were received.

2. Minutes from Previous Meeting

2.1. Minutes of the Meeting held April 16, 2026

Members present reviewed the minutes.

Resolution No. 2026-010

Moved by: Member Rox-Anne Moore
Seconded by: Member Lisa Laitinen-Egbuchulam

BE IT RESOLVED THAT the minutes for the meeting held on April 16, 2026 be approved, as presented.

CARRIED ✓

2.2. Matters Arising from the Minutes

There were no matters arising from the minutes.

3. Reports and Items for Discussion

3.1. Police Report – Second Quarter 2026

Members reviewed the police reports. It was noted that patrol hours were missing from the reports in some areas. The Detachment Commander is investigating what happened.

Member John Sobolta inquired about the assaults/firearms category. It was noted that there have been no firearms cases this year.

Member Brian Wright advised that Neebing has been receiving complaints about speeding on East Oliver Lake Road.

3.2. Annual Report

Members reviewed the Annual Report. No concerns or questions were raised.

3.3. Requests for Enforcement

Members reviewed the report. On consensus, it was determined that municipalities would submit their requests for enforcement directly to the detachment. The municipalities will be asked to copy the Board members on those requests. A draft policy will be circulated to members for review.

The Operation Connect form was introduced. This form asks that communities complete and submit this form when there are community events in order to request officers to attend the event or provide situational awareness to the detachment. The Secretary will circulate the form to all communities.

Member Clarke Chapman advised that Lac Des Mille Lacs would be holding their annual pow wow that weekend.

3.4. Grant Program

Members reviewed the report. It was requested that the Grant Support Specialist attend the next Board meeting to answer questions about the grants. Everyone is asked to submit their questions in advance. The Secretary will advise municipalities to check TPON for upcoming grant opportunities and circulate grant information when it is available. The RIDE grant should be opening soon.

4. Correspondence

4.1. May 1, 2026: Letter from SolGen – Appointment to OPP Detachment Board

4.2. April 23, 2026: Email from Inspectorate of Policing – Inspector General Memo #10: Province-Wide Inspection on Police Integrity and Anti-Corruption Practices Update

Members reviewed the correspondence in 4.1 and 4.2. No resolutions were passed.

4.3. May 7, 2026: Email from North Grenville, Merrickville-Wolford Village OPP Detachment Board – Traffic Calming/Speeding Mitigation Techniques

Members reviewed the correspondence.

Resolution No. 2026-011

Moved by: Member Lisa Laitinen-Egbuchulam
Seconded by: Member Ralph Falcioni

BE IT RESOLVED THAT the Lakehead OPP Detachment Board supports the resolution from North Grenville, Merrickville-Wolford Village OPP Detachment Board regarding Traffic Calming/Speeding Mitigation Techniques.

CARRIED ✓

5. By-laws

There were no by-laws presented at this meeting.

6. New Business

Kelly Walsh raised concerns regarding traffic safety at the Highway 11/17 traffic signals. It was noted that the installation of flashing yellow advance warning lights to alert motorists of upcoming red signals may improve safety at the intersection. The Board directed the Secretary to prepare a letter to the Ministry of Transportation of Ontario (MTO) outlining these concerns and requesting consideration of this enhancement, for review at the next meeting.

7. Closed Session

There were no items for closed session.

8. Next Meeting

The next meeting will be held on October 15, 2026 at 5:30 pm.

9. Adjournment

There being no further business to attend to, the meeting was adjourned at 7:00 pm.

OPP Detachment Board Report
Collision Reporting System
July - September 2026

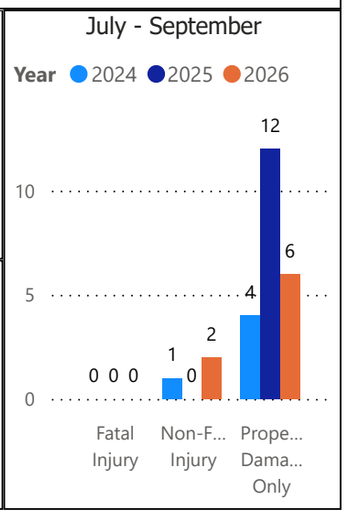
Motor Vehicle Collisions by Type

July - September

Year	2024		2025		2026	
CollisionType	Incidents	% Change	Incidents	% Change	Incidents	% Change
Fatal Injury	0	--	0	--	0	--
Non-Fatal Injury	1	-50.0%	0	-100.0%	2	--
Property Damage Only	4	-33.3%	12	200.0%	6	-50.0%
Total	**5**	**-37.5%**	**12**	**140.0%**	**8**	**-33.3%**

YTD

Year	2024		2025		2026	
CollisionType	Incidents	% Change	Incidents	% Change	Incidents	% Change
Fatal Injury	1	--	0	-100.0%	0	--
Non-Fatal Injury	5	66.7%	4	-20.0%	5	25.0%
Property Damage Only	16	-36.0%	23	43.8%	20	-13.0%
Total	**22**	**-21.4%**	**27**	**22.7%**	**25**	**-7.4%**



Data source (Collision Reporting System) date:

05-Oct-2026

Detachment: 2M - THUNDER BAY

Location code(s): 2M00 - THUNDER BAY

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah

Data source date:

05-Oct-2026

Report Generated on:

06-Oct-2026 3:52:21 PM

OPP Detachment Board Report
Records Management System
July - September 2026

Unfounded

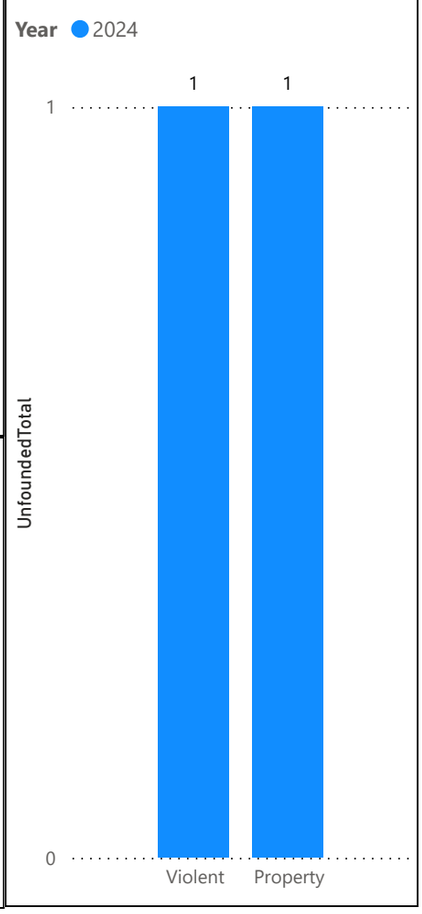
July - September

Year	2024		2025		2026	
Violation_rollup	Count	% Change	Count	% Change	Count	% Change
Violent	1	0.0%	0	-100.0%	0	--
Property	1	0.0%	0	-100.0%	0	--
Other	0	--	0	--	0	--
Drugs	0	--	0	--	0	--
Fed Statutes	0	--	0	--	0	--
Prov Statutes	0	--	0	--	0	--
Driving Offences	0	--	0	--	0	--
Total	**2**	**0.0%**	**0**	**-100.0%**	**0**	**--**

YTD

Year	2024		2025		2026	
Violation_rollup	Count	% Change	Count	% Change	Count	% Change
Violent	1	-50.0%	0	-100.0%	0	--
Property	2	-75.0%	0	-100.0%	2	--
Other	0	-100.0%	1	--	0	-100.0%
Drugs	0	--	0	--	0	--
Fed Statutes	0	--	0	--	0	--
Prov Statutes	1	0.0%	0	-100.0%	0	--
Driving Offences	0	--	0	--	0	--
Total	**4**	**-66.7%**	**1**	**-75.0%**	**2**	**100.0%**

July - September



Detachment: 2M - THUNDER BAY

Location code(s): 2M00 - THUNDER BAY

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah

Data source date:
05-Oct-2026

Report Generated on:
06-Oct-2026 3:52:21 PM

OPP Detachment Board Report
Records Management System
July - September 2026

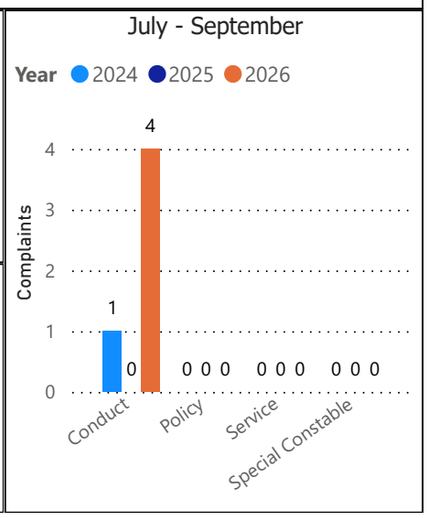
Public Complaints (Detachment Level Only)

July - September

Year	2024		2025		2026	
INCIDENT_TYPE	Count	% Change	Count	% Change	Count	% Change
Conduct	1	0.0%	0	-100.0%	4	--
Policy	0	--	0	--	0	--
Service	0	--	0	--	0	--
Special Constable	0	--	0	--	0	--
Total	**1**	**0.0%**	**0**	**-100.0%**	**4**	**--**

YTD

Year	2024		2025		2026	
INCIDENT_TYPE	Count	% Change	Count	% Change	Count	% Change
Conduct	4	-42.9%	3	-25.0%	8	166.7%
Policy	1	--	0	-100.0%	0	--
Service	0	--	0	--	0	--
Special Constable	0	--	0	--	0	--
Total	**5**	**-28.6%**	**3**	**-40.0%**	**8**	**166.7%**



Data source: RMS Data Feed
Ontario Provincial Police, Professional Standards Bureau Commander Reports - File Manager System

Data source date:

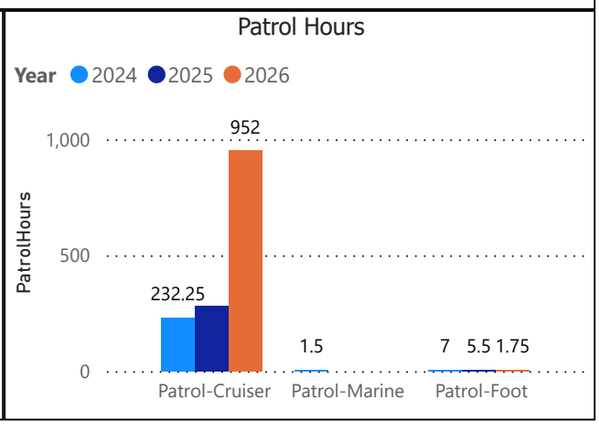
05-Oct-2026

Daily Activity Reporting

Daily Activity Reporting Patrol Hours

July - September

ODCdescr	2024	2025	2026
Patrol-Cruiser	232.25	280.50	952.00
Patrol-Aircraft	0.00	0.00	0.00
Patrol-Motorcycle	0.00	0.00	0.00
Patrol-Marine	1.50	0.00	0.00
Patrol-ATV	0.00	0.00	0.00
Patrol-Snowmobile	0.00	0.00	0.00
Patrol-Bicycle	0.00	0.00	0.00
Patrol-Foot	7.00	5.50	1.75
Patrol-School	0.00	0.00	0.00
Total	**240.75**	**286.00**	**953.75**



Data source (Daily Activity Reporting System) date:

05-Oct-2026

Detachment: 2M - THUNDER BAY

Location code(s): 2M00 - THUNDER BAY

Data source date:

05-Oct-2026

Report Generated on:

06-Oct-2026 3:52:21 PM

OPP Detachment Board Report
Records Management System
July - September 2026

Youth Charges by Disposition Type

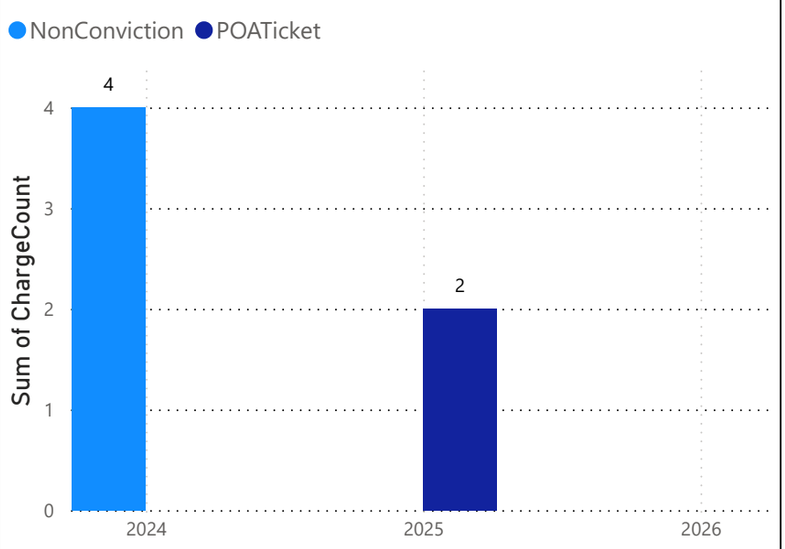
July - September

Disposition_Type	2024	2025	2026
Bail	0	0	0
Conference	0	0	0
Conviction	0	0	0
Diversion	0	0	0
NonConviction	4	0	0
NotAccepted	0	0	0
Total	**4**	**2**	**0**

YTD

Disposition_Type	2024	2025	2026
Bail	0	0	0
Conference	0	0	0
Conviction	0	0	0
Diversion	0	0	0
NonConviction	4	0	0
NotAccepted	0	0	0
Total	**6**	**2**	**5**

July - September



Youth Charges by Disposition and Occurrence Type

July - September

Year	2026	**Total**
OccType		
Total		**0**

YTD

Year	2026						**Tota**
OccType	Conference	Conviction	Diversion	NonConviction	NotAccepted	POATicket	
Mischief	0	0	0	0	0	5	
Total	**0**	**0**	**0**	**0**	**0**	**5**	

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

Detachment: 2M - THUNDER BAY

Location code(s): 2M00 - THUNDER BAY

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah

Data source date:
05-Oct-2026

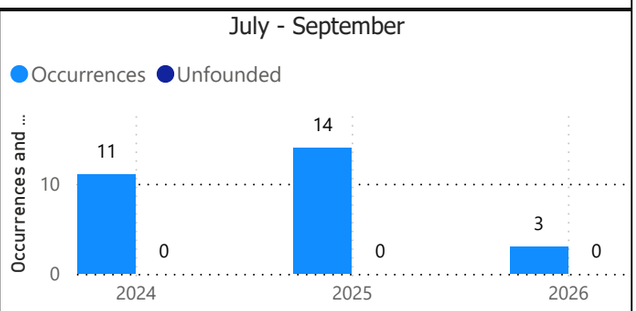
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OPP Detachment Board Report
Records Management System
July - September 2026

Mental Health Act Occurrences

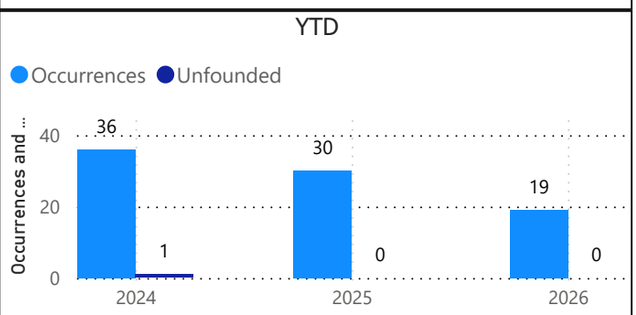
July - September

Year	Occurrences	Unfounded
2024	11	0
2025	14	0
2026	3	0



YTD

Year	Occurrences	Unfounded
2024	36	1
2025	30	0
2026	19	0



Mental Health Act Occurrences by Occurrence Type

July - September

Year	2026	
OccurrenceType	Occurrences	Unfounded
Mental health act	3	0
Total	**3**	**0**

Detachment: 2M - THUNDER BAY

Location code(s): 2M00 - THUNDER BAY

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah

Data source date:
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OPP Detachment Board Report
Records Management System
July - September 2026

Overdose Occurrences

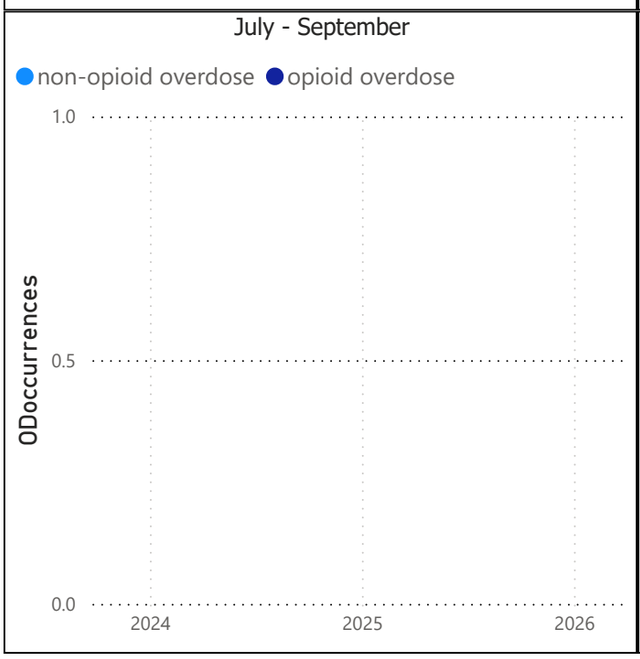
July - September

Fatal	2024	2025	2026
Fatal	**0**	**0**	**0**
non-opioid overdose	0	0	0
opioid overdose	0	0	0
non-Fatal	**0**	**0**	**1**
non-opioid overdose	0	0	1
opioid overdose	0	0	0
Total	**0**	**0**	**1**

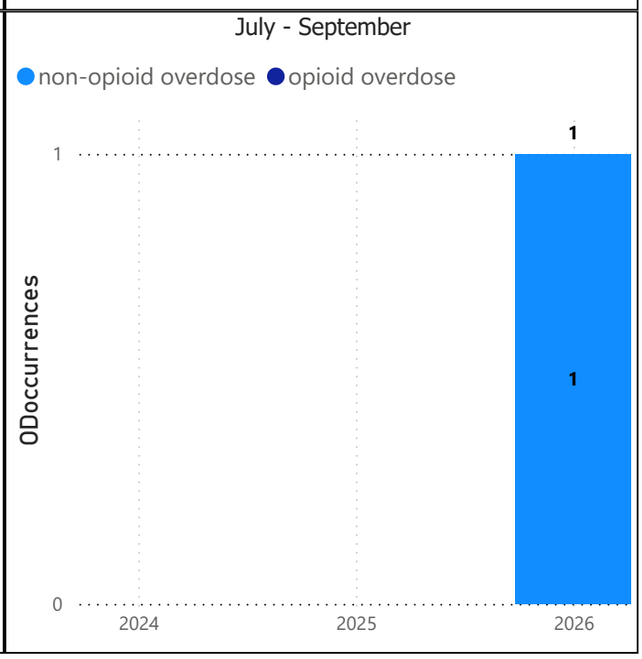
YTD

Fatal	2024	2025	2026
Fatal	**0**	**0**	**0**
non-opioid overdose	0	0	0
opioid overdose	0	0	0
non-Fatal	**1**	**0**	**1**
non-opioid overdose	0	0	1
opioid overdose	1	0	0
Total	**1**	**0**	**1**

Fatal Overdose Occurrences



Non-Fatal Overdose Occurrences



Detachment: 2M - THUNDER BAY

Location code(s): 2M00 - THUNDER BAY

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah

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OPP Detachment Board Report
Records Management System
July - September 2026

Referrals to Victim Service Agencies by Year

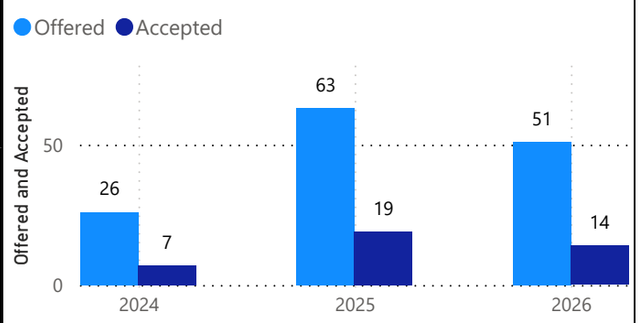
July - September

Year	Offered	Accepted	% Accepted
2024	26	7	26.9%
2025	63	19	30.2%
2026	51	14	25.9%

YTD

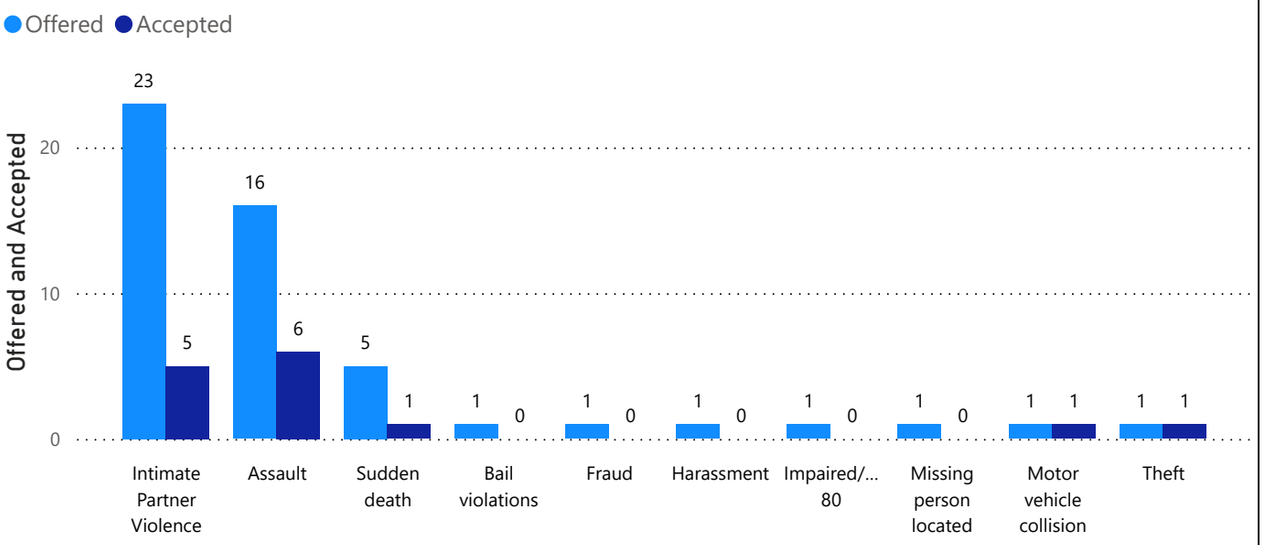
Year	Offered	Accepted	% Accepted
2024	67	20	29.4%
2025	111	30	27.0%
2026	113	28	23.9%

July - September



Referrals to Victim Service Agencies by Occurrence Type

July - September



Referrals Accepted (%) by Age Group

July - September

PersonAgeRange	2024	2025	2026
11 - 16	100.0%	33.3%	0.0%
17 - 25	50.0%	12.5%	0.0%
26 - 45	33.3%	28.6%	34.8%
46 - 65	22.2%	44.4%	27.3%
6 - 10		0.0%	0.0%
Over 65	0.0%	25.0%	0.0%
Under 6		0.0%	0.0%

YTD

PersonAgeRange	2024	2025	2026
	0.0%		
11 - 16	100.0%	42.9%	0.0%
17 - 25	71.4%	18.2%	8.3%
26 - 45	27.8%	24.5%	34.5%
46 - 65	36.4%	38.7%	22.6%
6 - 10		0.0%	0.0%
Over 65	0.0%	10.0%	8.3%
Under 6		0.0%	0.0%

Referrals Not Offered

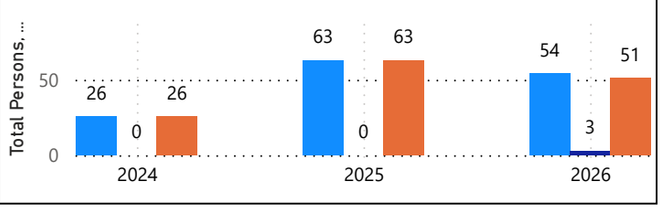
July - September

ServicesNotOfferedReason	2024	2025	2026
	0	0	0
	0	0	0
Victim deceased or unable to respond	0	0	2
Victim resides outside Ontario	0	0	1

YTD

ServicesNotOfferedReason	2024	2025	2026
	0	0	0
	0	0	0
Victim deceased or unable to respond	1	0	2
Victim resides outside Ontario	0	0	2

July - September



Detachment: 2M - THUNDER BAY

Location code(s): 2M00 - THUNDER BAY

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah

Data source date:
05-Oct-2026

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06-Oct-2026 3:52:21 PM

OPP Detachment Board Report

Report Information Page

Report Data Source Information:

Data Sources Utilized

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

Niche RMS

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

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

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

Collision Reporting System (eCRS)

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

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

- Collisions
- Fatalities

DAR (Daily Activity Reporting)

Patrol hours are collected from the OPP DAR application.

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

- Complaints (Patrol Hours Section Only)

OPP Detachment Board Report
Collision Reporting System
July - September 2026

Fatalities in Detachment Area - Incidents

July - September

Type	Motor Vehicle			Motorized Snow Vehicle			Off-Road Vehicle		
Year	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change
2024	0	0	--	0	0	--	0	0	--
2025	0	0	--	0	0	--	0	0	--
2026	0	0	--	0	0	--	0	0	--

YTD

Type	Motor Vehicle			Motorized Snow Vehicle			Off-Road Vehicle		
Year	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change
2024	1	1	--	0	0	--	0	0	--
2025	0	0	-100.0%	0	0	--	0	0	--
2026	0	0	--	0	0	--	0	0	--

Fatalities in Detachment Area - Persons Killed

July - September

Type	Motor Vehicle		Motorized Snow Vehicle		Off-Road Vehicle	
Year	Persons Killed	% Change	Persons Killed	% Change	Persons Killed	% Change
2024	0	--	0	--	0	--
2025	0	--	0	--	0	--
2026	0	--	0	--	0	--

YTD

Type	Motor Vehicle		Motorized Snow Vehicle		Off-Road Vehicle	
Year	Persons Killed	% Change	Persons Killed	% Change	Persons Killed	% Change
2024	1	--	0	--	0	--
2025	0	-100.0%	0	--	0	--
2026	0	--	0	--	0	--

Primary Causal Factors in Fatal Motor Vehicle Collisions

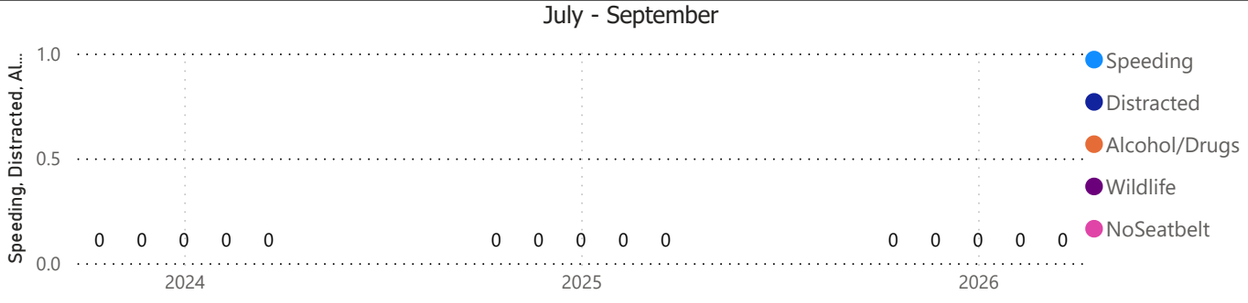
July - September

	2024	2025	2026
Speeding	0	0	0
Speeding % Change	--	--	--
Distracted	0	0	0
Distracted % Change	--	--	--
Alcohol/Drugs	0	0	0
Alcohol/Drugs % Change	--	--	--
Wildlife	0	0	0
Wildlife % Change	--	--	--
NoSeatbelt	0	0	0
NoSeatbelt YoY%	--	--	--

YTD

	2024	2025	2026
Speeding	0	0	0
Speeding % Change	--	--	--
Distracted	0	0	0
Distracted % Change	--	--	--
AlcoholDrugs	1	0	0
AlcoholDrugs % Change	--	-100.0%	--
Wildlife	0	0	0
Wildlife % Change	--	--	--
NoSeatbeltYTD	0	0	0
NoSeatbeltYTD YoY%	--	--	--

July - September



Data source (Collision Reporting System) date:

05-Oct-2026

Detachment: 2M - THUNDER BAY

Location code(s): 2M00 - THUNDER BAY

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah

Data source date:

05-Oct-2026

Report Generated on:

06-Oct-2026 3:52:21 PM

OPP Detachment Board Report
Records Management System
July - September 2026

Criminal Code and Provincial Statute Charges Laid

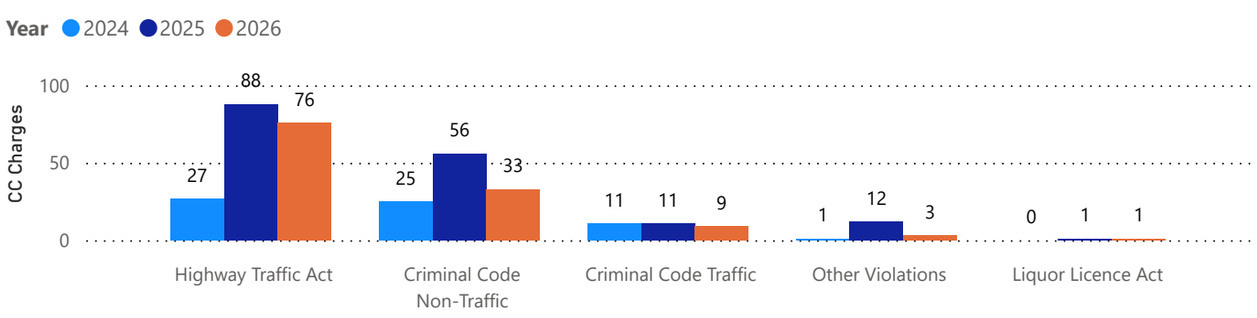
July - September

Year	2024		2025		2026	
ChargeCategory1	Offence Count	% Change	Offence Count	% Change	Offence Count	% Change
Criminal Code Non-Traffic	25	177.8%	56	124.0%	33	-41.1%
Criminal Code Traffic	11	--	11	0.0%	9	-18.2%
Highway Traffic Act	27	-82.4%	88	225.9%	76	-13.6%
Liquor Licence Act	0	-100.0%	1	--	1	0.0%
Other Violations	1	-93.3%	12	1100.0%	3	-75.0%
Total	**64**	**-64.4%**	**168**	**162.5%**	**122**	**-27.4%**

YTD

Year	2024		2025		2026	
ChargeCategory1	Offence Count	% Change	Offence Count	% Change	Offence Count	% Change
Criminal Code Non-Traffic	46	53.3%	97	110.9%	83	-14.4%
Criminal Code Traffic	19	850.0%	23	21.1%	29	26.1%
Highway Traffic Act	101	-69.9%	180	78.2%	210	16.7%
Liquor Licence Act	3	0.0%	2	-33.3%	4	100.0%
Other Violations	13	-50.0%	25	92.3%	20	-20.0%
Total	**182**	**-54.2%**	**327**	**79.7%**	**346**	**5.8%**

July - September



Traffic Related Charges

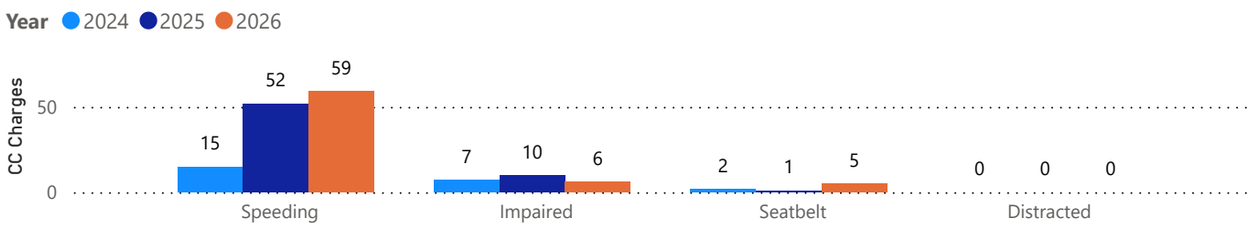
July - September

Year	2024		2025		2026	
ChargeCategory2	Offence Count	% Change	Offence Count	% Change	Offence Count	% Change
Speeding	15	-86.4%	52	246.7%	59	13.5%
Seatbelt	2	--	1	-50.0%	5	400.0%
Impaired	7	--	10	42.9%	6	-40.0%
Distracted	0	-100.0%	0	--	0	--

YTD

Year	2024		2025		2026	
ChargeCategory2	Offence Count	% Change	Offence Count	% Change	Offence Count	% Change
Speeding	49	-79.2%	97	98.0%	145	49.5%
Seatbelt	4	-33.3%	3	-25.0%	8	166.7%
Impaired	13	550.0%	18	38.5%	21	16.7%
Distracted	0	-100.0%	0	--	0	--

July - September



Detachment: 2M - THUNDER BAY

Location code(s): 2M00 - THUNDER BAY

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah

Data source date:

5-Oct-26

Report Generated on:

06-Oct-2026 3:52:21 PM

OPP Detachment Board Report
Records Management System
July - September 2026

eTicketing Warnings

July - September

Year	2025		2026	
Type	Total	% Change	Total	% Change
Warning	27	-20.6%	27	0.0%

YTD

Year	2025		2026	
Type	Total	% Change	Total	% Change
Warning	122	11.9%	94	-23.0%

July - September



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

Detachment: 2M - THUNDER BAY

Location code(s): 2M00 - THUNDER BAY

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah

Data source date:
5-Oct-26

Report Generated on:
06-Oct-2026 3:52:50 PM

OPP Detachment Board Report
Records Management System
July - September 2026

Violent Crime

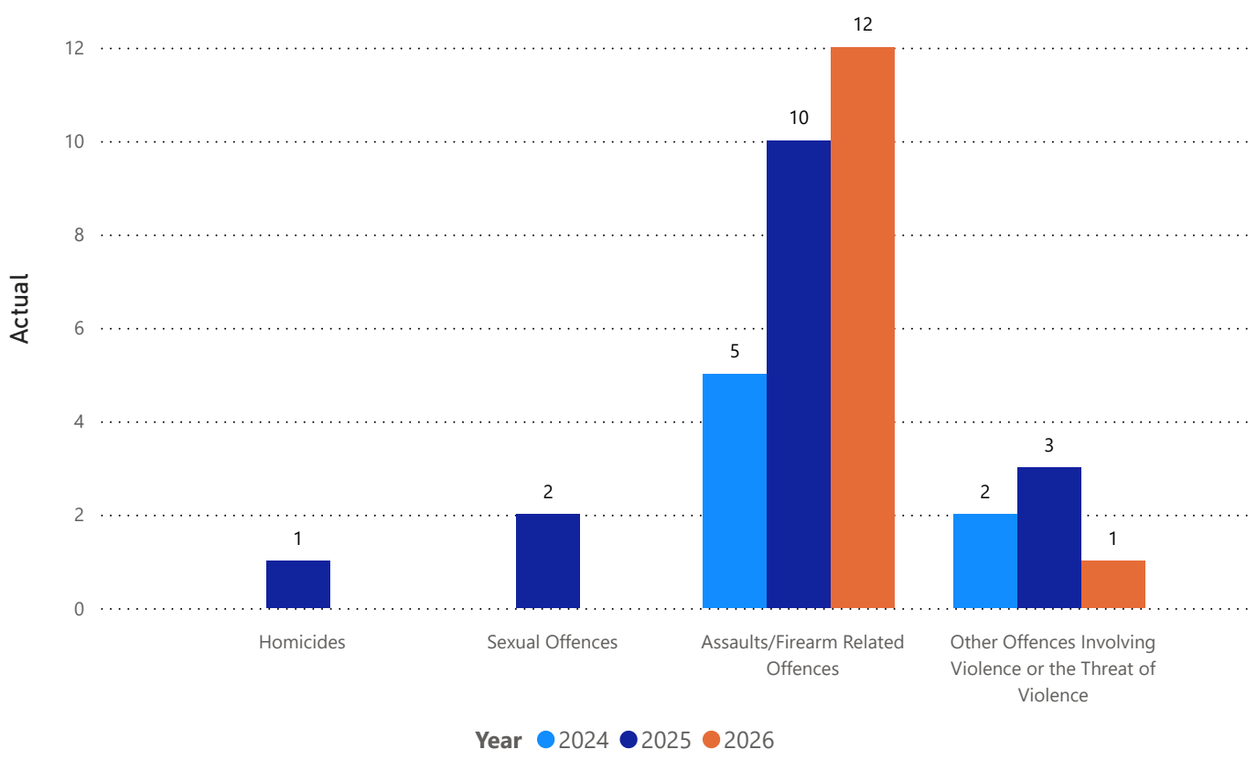
July-September

Year	2024		2025		2026	
ViolationGrp	Actual	% Change	Actual	% Change	Actual	% Change
Homicides	0	--	1	--	0	-100.0%
Other Offences Causing Death	0	--	0	--	0	--
Attempted Murder	0	--	0	--	0	--
Sexual Offences	0	-100.0%	2	--	0	-100.0%
Assaults/Firearm Related Offences	5	400.0%	10	100.0%	12	20.0%
Offences Resulting in the Deprivation of Freedom	0	--	0	--	0	--
Robbery	0	--	0	--	0	--
Other Offences Involving Violence or the Threat of Violence	2	100.0%	3	50.0%	1	-66.7%
Offences in Relation to Sexual Services	0	--	0	--	0	--
Total	**7**	**133.3%**	**16**	**128.6%**	**13**	**-18.8%**

YTD

Year	2024		2025		2026	
ViolationGrp	Actual	% Change	Actual	% Change	Actual	% Change
Homicides	0	--	1	--	0	-100.0%
Other Offences Causing Death	0	--	0	--	0	--
Attempted Murder	0	--	0	--	0	--
Sexual Offences	1	-50.0%	3	200.0%	0	-100.0%
Assaults/Firearm Related Offences	10	66.7%	24	140.0%	20	-16.7%
Offences Resulting in the Deprivation of Freedom	1	--	0	-100.0%	0	--
Robbery	0	--	0	--	0	--
Other Offences Involving Violence or the Threat of Violence	3	0.0%	6	100.0%	2	-66.7%
Offences in Relation to Sexual Services	0	--	0	--	0	--
Total	**15**	**36.4%**	**34**	**126.7%**	**22**	**-35.3%**

July - September



Detachment: 2M - THUNDER BAY

Location code(s): 2M00 - THUNDER BAY

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah

Data source date:
05-Oct-2026

Report Generated on:
06-Oct-2026 3:52:21 PM

OPP Detachment Board Report
Records Management System
July - September 2026

Property Crime

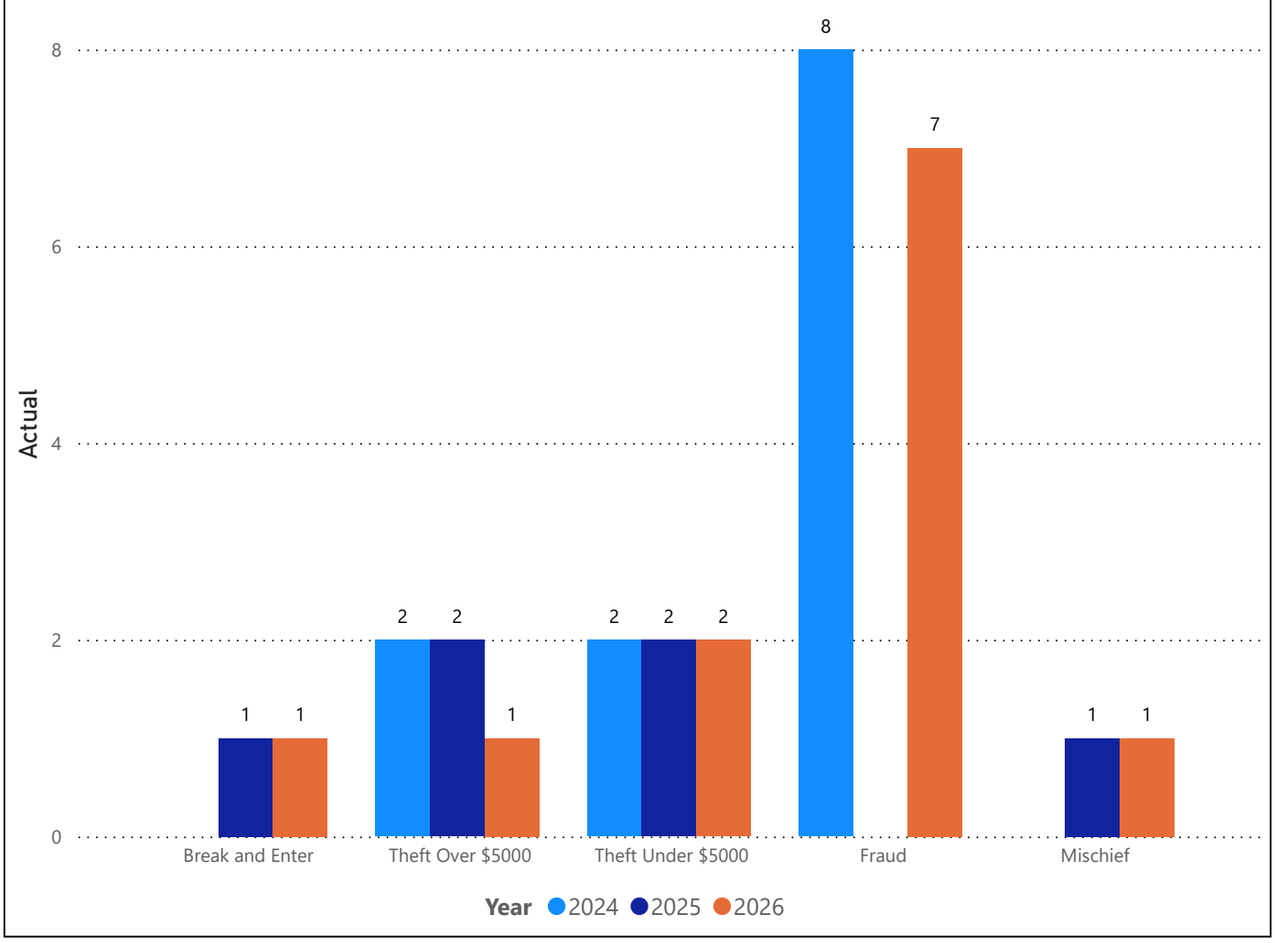
July - September

Year	2024		2025		2026	
ViolationGrp	Actual	% Change	Actual	% Change	Actual	% Change
Arson	0	--	0	--	0	--
Break and Enter	0	-100.0%	1	--	1	0.0%
Theft Over $5000	2	0.0%	2	0.0%	1	-50.0%
Theft Under $5000	2	-66.7%	2	0.0%	2	0.0%
Possession/Trafficking Stolen Goods	0	--	0	--	0	--
Fraud	8	166.7%	0	-100.0%	7	--
Mischief	0	-100.0%	1	--	1	0.0%
Total	**12**	**-40.0%**	**6**	**-50.0%**	**12**	**100.0%**

YTD

Year	2024		2025		2026	
ViolationGrp	Actual	% Change	Actual	% Change	Actual	% Change
Arson	0	--	0	--	0	--
Break and Enter	1	-90.0%	2	100.0%	2	0.0%
Theft Over $5000	2	-66.7%	3	50.0%	5	66.7%
Theft Under $5000	3	-70.0%	5	66.7%	3	-40.0%
Possession/Trafficking Stolen Goods	0	--	0	--	0	--
Fraud	13	30.0%	9	-30.8%	11	22.2%
Mischief	9	28.6%	6	-33.3%	5	-16.7%
Total	**28**	**-34.9%**	**25**	**-10.7%**	**26**	**4.0%**

July - September



Detachment: 2M - THUNDER BAY

Location code(s): 2M00 - THUNDER BAY

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah

Data source date:
05-Oct-2026

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06-Oct-2026 3:52:21 PM

OPP Detachment Board Report
Records Management System
July - September 2026

Drug Crime

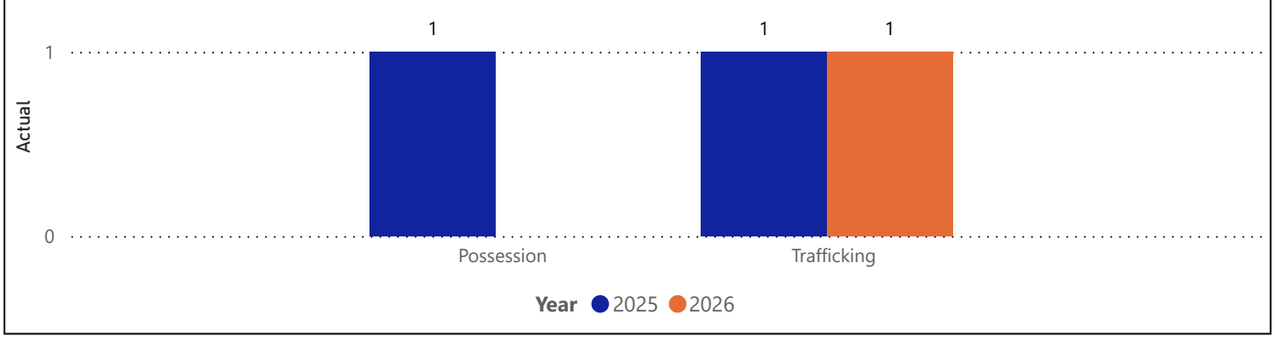
July - September

Year	2024		2025		2026	
ViolationGrp	Actual	% Change	Actual	% Change	Actual	% Change
Possession	0	--	1	--	0	-100.0%
Trafficking	0	--	1	--	1	0.0%
Importation & Production	0	--	0	--	0	--
Cannabis Possession	0	--	0	--	0	--
Cannabis Distribution	0	--	0	--	0	--
Cannabis Sale	0	--	0	--	0	--
Cannabis Importation & Exportation	0	--	0	--	0	--
Cannabis Production	0	--	0	--	0	--
Other Cannabis Violations	0	--	0	--	0	--
Total	**0**	**--**	**2**	**--**	**1**	**-50.0%**

YTD

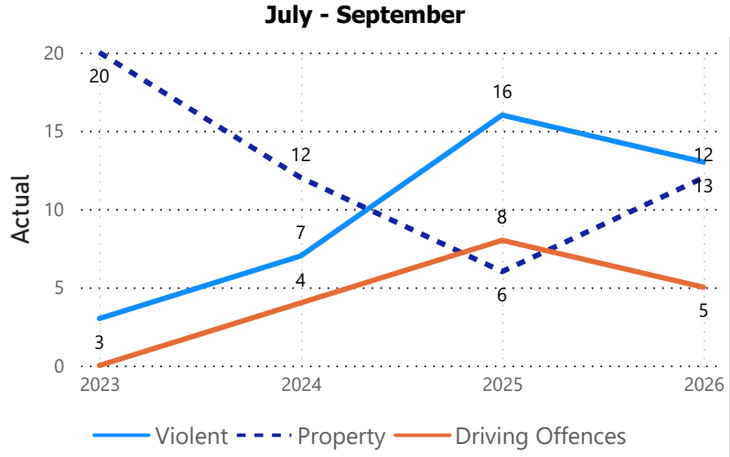
Year	2024		2025		2026	
ViolationGrp	Actual	% Change	Actual	% Change	Actual	% Change
Possession	0	-100.0%	1	--	0	-100.0%
Trafficking	0	--	1	--	2	100.0%
Importation & Production	0	--	0	--	0	--
Cannabis Possession	0	--	0	--	0	--
Cannabis Distribution	0	--	0	--	0	--
Cannabis Sale	0	--	0	--	0	--
Cannabis Importation & Exportation	0	--	0	--	0	--
Cannabis Production	0	--	0	--	0	--
Other Cannabis Violations	0	--	0	--	0	--
Total	**0**	**-100.0%**	**2**	**--**	**2**	**0.0%**

July - September



Top 3 Violation Types

July - September



Top 5 Violation Groups

July - September

ViolationGrp	2023	2024	2025	2026	Total
Assaults/Firearm Related Offences	1	5	10	12	**28**
Fraud	3	8	0	7	**18**
Theft Under $5000	6	2	2	2	**12**
Operation while Impaired / Low Blood Drug Concentration Violations	0	2	5	2	**9**
Break and Enter	6	0	1	1	**8**

Detachment: 2M - THUNDER BAY

Location code(s): 2M00 - THUNDER BAY

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah

Data source date:
05-Oct-2026

Report Generated on:
06-Oct-2026 3:52:21 PM

OPP Detachment Board Report
Records Management System
July - September 2026

Other Crime Occurrences

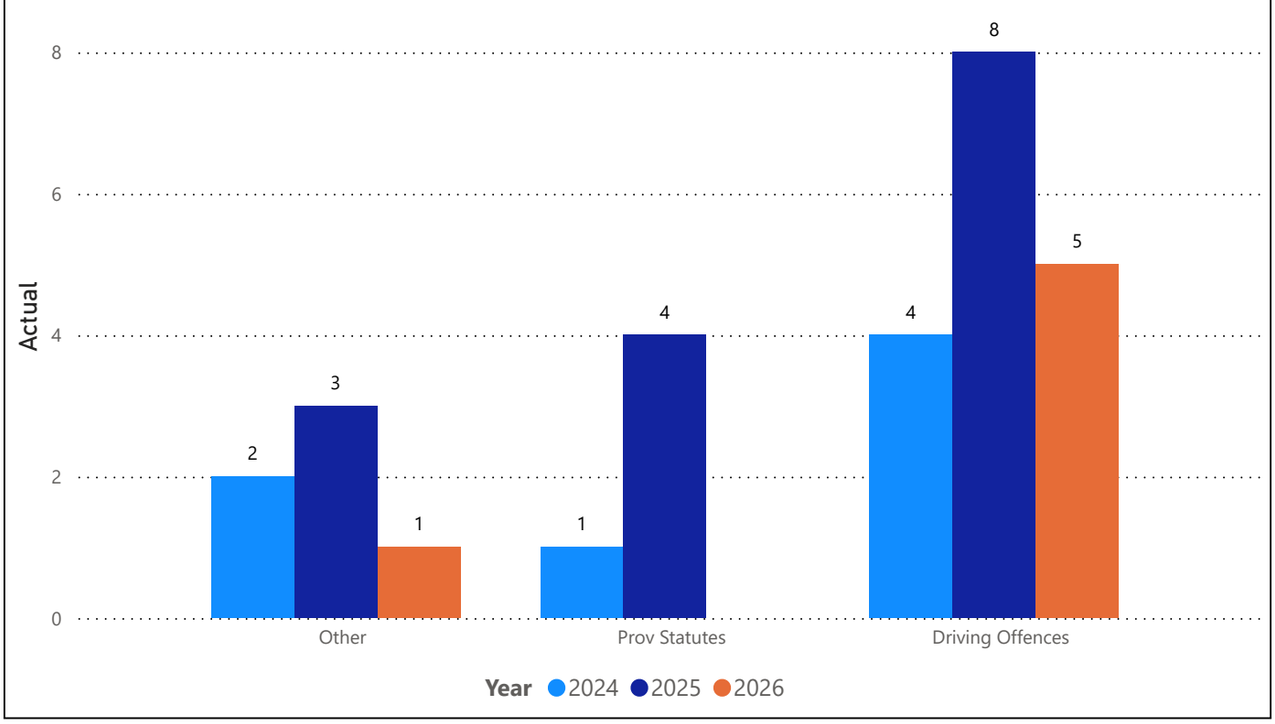
July - September

Year	2024		2025		2026	
Violation_rollup	Actual	% Change	Actual	% Change	Actual	% Change
Other	2	-50.0%	3	50.0%	1	-66.7%
Fed Statutes	0	--	0	--	0	--
Prov Statutes	1	-50.0%	4	300.0%	0	-100.0%
Driving Offences	4	--	8	100.0%	5	-37.5%
Total	**7**	**16.7%**	**15**	**114.3%**	**6**	**-60.0%**

YTD

Year	2024		2025		2026	
Violation_rollup	Actual	% Change	Actual	% Change	Actual	% Change
Other	9	0.0%	8	-11.1%	6	-25.0%
Fed Statutes	1	0.0%	1	0.0%	0	-100.0%
Prov Statutes	6	200.0%	7	16.7%	5	-28.6%
Driving Offences	8	300.0%	13	62.5%	13	0.0%
Total	**24**	**71.4%**	**29**	**20.8%**	**24**	**-17.2%**

July - September



Detachment: 2M - THUNDER BAY

Location code(s): 2M00 - THUNDER BAY

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah

Data source date:
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OPP Detachment Board Report
Records Management System
July - September 2026

Clearance Rate

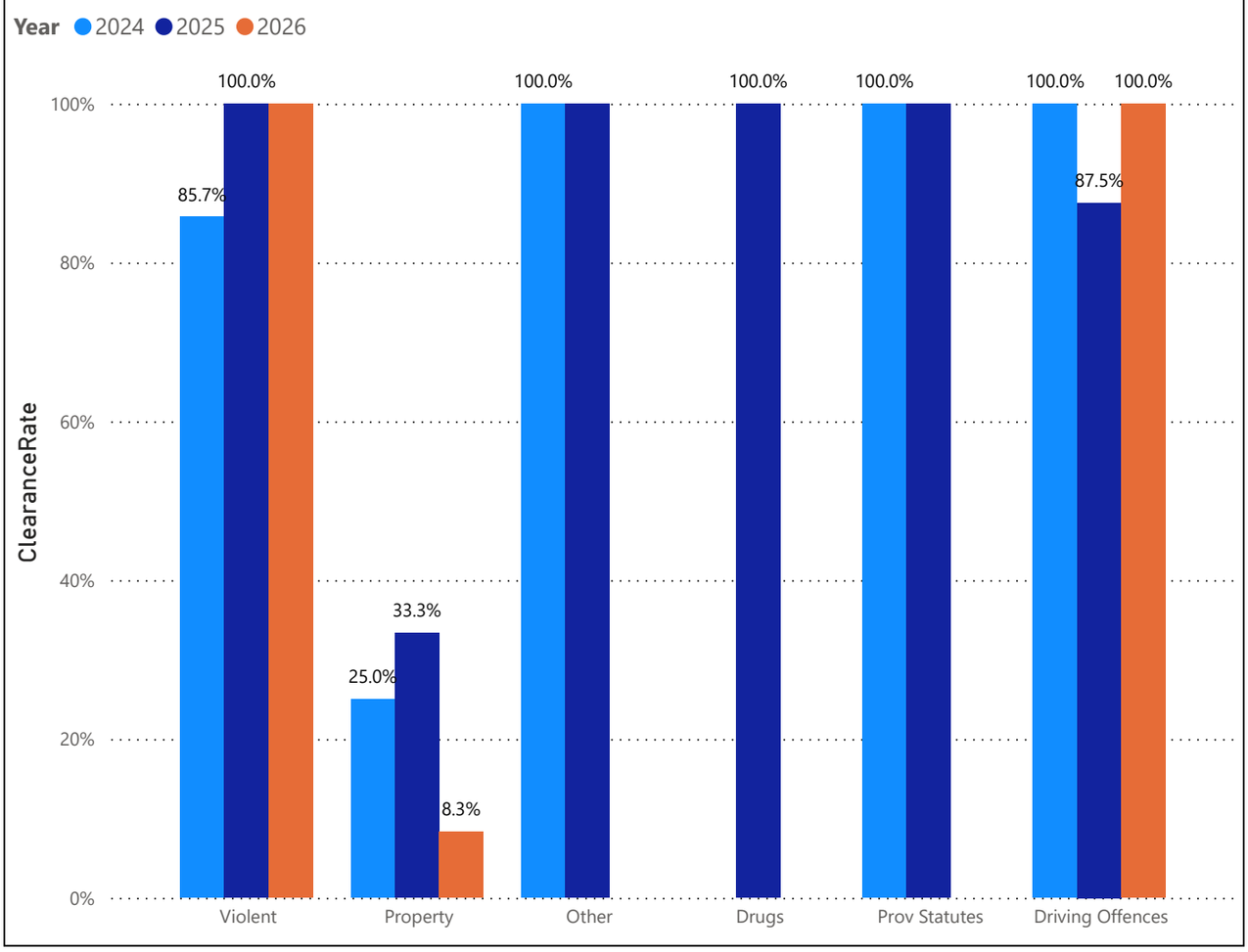
July - September

Year	2024		2025		2026	
	%	% Change	%	% Change	%	% Change
Violent	85.7%	28.6%	100.0%	16.7%	100.0%	0.0%
Property	25.0%	400.0%	33.3%	33.3%	8.3%	-75.0%
Other	100.0%	100.0%	100.0%	0.0%	0.0%	-100.0%
Drugs			100.0%	--	0.0%	-100.0%
Fed Statutes						
Prov Statutes	100.0%	0.0%	100.0%	0.0%		-100.0%
Driving Offences	100.0%	--	87.5%	-12.5%	100.0%	14.3%

YTD

Year	2024		2025		2026	
Violation_rollup	%	% Change	%	% Change	%	% Change
Violent	86.7%	19.2%	91.2%	5.2%	95.5%	4.7%
Property	17.9%	667.9%	20.0%	12.0%	19.2%	-3.8%
Other	66.7%	50.0%	87.5%	31.3%	66.7%	-23.8%
Drugs		-100.0%	100.0%	--	50.0%	-50.0%
Fed Statutes	100.0%	0.0%	0.0%	-100.0%		--
Prov Statutes	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%
Driving Offences	87.5%	-12.5%	92.3%	5.5%	100.0%	8.3%

July - September



Detachment: 2M - THUNDER BAY

Location code(s): 2M00 - THUNDER BAY

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah

Data source date:
05-Oct-2026

Report Generated on:
06-Oct-2026 3:52:21 PM

LAKEHEAD OPP DETACHMENT BOARD
Administrative Report

Date: **October 8, 2026 (For Meeting on October 15, 2026)**

To: **Members of Lakehead OPP Detachment Board**

Subject: **Detachment Commander Performance Management Process and Board Transition Considerations**

Submitted by: **Erika Kromm, Board Secretary**

RECOMMENDATION:

That the Board provide direction regarding the management of the Detachment Commander Performance Management process during the upcoming Board transition period.

BACKGROUND:

Earlier this year, the Board participated in the Detachment Commander Performance Management process and approved the 2026 Action Plan Commitments. The performance management cycle continues through several additional stages, some of which extend beyond the current municipal term and the anticipated appointment of a new Board.

The Board's current municipal representatives are approaching the end of their term of office. Depending on the appointments made by member municipalities following the municipal election, there may be changes to Board membership before the completion of the current performance management cycle.

In addition, the Board has been advised that there is currently an Acting Detachment Commander assigned to the detachment. This circumstance may affect the administration of the performance management process.

DISCUSSION:

Several key milestones remain in the 2026 Performance Management process:

- **August 31, 2026** – Deadline for amendments to the Action Plan Commitments.
- **December 31, 2026** – Deadline for the Detachment Commander to submit a written response regarding achievement of the approved commitments.
- **January 31, 2027** – Deadline for the Board to submit its Detachment Commander Performance Feedback Form.

The Board established the current Action Plan Commitments and therefore possesses important context regarding the priorities and expectations that informed those commitments.

However, the final stages of the process occur after the anticipated transition to a newly constituted Board.

As a result, the Board may wish to discuss:

- How information regarding the Board's approved commitments and priorities will be transferred to incoming Board members;
- Whether the appointment of an Acting Detachment Commander has any impact on the current performance management cycle, timelines, or evaluation requirements; and
- Whether the Board should provide any direction regarding continuity of the process during the transition period.

Given that the Board's formal feedback is not due until January 31, 2027, it is possible that some of the members who established the commitments may no longer be serving on the Board when the final evaluation is completed. Early discussion of these matters may assist in ensuring continuity.

ATTACHMENTS: None

LAKEHEAD OPP DETACHMENT BOARD
Administrative Report

Date: **October 8, 2026 (For Meeting on October 15, 2026)**

To: **Members of Lakehead OPP Detachment Board**

Subject: **Requests for Enforcement Policy**

Submitted by: **Erika Kromm, Board Secretary**

RECOMMENDATION:

That the Board review the attached draft letter to the Ministry of Transportation of Ontario (MTO) regarding traffic safety at signalized intersections along Highway 11/17 and provide any direction or amendments deemed appropriate prior to its issuance.

BACKGROUND:

At its meeting held on June 18, 2026, the Lakehead OPP Detachment Board discussed concerns regarding traffic safety at signalized intersections along Highway 11/17. Members noted that motorists travelling at highway speeds may have limited advance warning when approaching intersections where traffic signals are changing.

During the discussion, it was suggested that flashing advance warning lights could improve driver awareness and enhance safety at these locations. Following discussion, the Board directed the Secretary to prepare a draft letter to the Ministry of Transportation of Ontario for consideration at a future meeting.

DISCUSSION:

The attached draft letter communicates the Board's concerns regarding traffic safety at signalized intersections along Highway 11/17 and requests that the Ministry review these locations to determine whether flashing advance warning lights or other appropriate measures may enhance driver awareness and improve public safety.

The letter also requests that the Board be advised of the outcome of the Ministry's review and any potential safety improvements under consideration.

ATTACHMENTS: Draft Letter to the Ministry of Transportation of Ontario

ATTACHMENT: Draft Letter to the Ministry of Transportation of Ontario

[Date]

Ministry of Transportation of Ontario
Northwestern Regional Office
615 James St, Floor 1
Thunder Bay, ON P7E 6P6

Re: Traffic Safety at Signalized Intersections on Highway 11/17

Dear Sir/Madam:

At its recent meeting, the Lakehead OPP Detachment Board discussed traffic safety concerns related to signalized intersections along Highway 11/17 within the Board's service area.

Board members noted that motorists travelling at highway speeds may have limited advance warning when approaching intersections where traffic signals are changing. Concerns were raised that this may increase the risk of sudden braking, rear-end collisions, or vehicles entering intersections as signals change.

The Lakehead OPP Detachment Board respectfully requests that the Ministry of Transportation review traffic safety at signalized intersections along Highway 11/17 within the Board's service area and consider whether flashing advance warning lights or other appropriate measures may enhance driver awareness and improve public safety.

The Board would appreciate being advised of the outcome of the Ministry's review and any potential safety improvements under consideration.

Thank you for your consideration of this matter and for the Ministry's ongoing efforts to maintain a safe transportation network.

Sincerely,

Don Smith
Chair
Lakehead OPP Detachment Board

cc: Members, Lakehead OPP Detachment Board
Detachment Commander, Ontario Provincial Police

LAKEHEAD OPP DETACHMENT BOARD
Administrative Report

Date: **October 8, 2026 (For Meeting on October 15, 2026)**

To: **Members of Lakehead OPP Detachment Board**

Subject: **Board Membership Following the 2026 Municipal Election**

Submitted by: **Erika Kromm, Board Secretary**

RECOMMENDATION:

That the Board provide direction regarding a recommendation to member municipalities respecting the appointment of community representatives for the upcoming Board term.

BACKGROUND:

The current term of municipal councils and local boards will conclude following the 2026 municipal election on October 26, 2026. As a result, the composition of the Lakehead OPP Detachment Board may change as participating municipalities appoint representatives to serve on the Board for the next term.

Municipal representatives currently serving on the Board may be reappointed by their respective councils, or councils may choose to appoint different representatives. The final composition of the Board with respect to municipal appointments will not be known until all participating municipalities have made their appointments following the election.

In addition to municipal representatives, the Board includes three community representatives appointed in accordance with applicable legislative requirements.

DISCUSSION:

The Lakehead OPP Detachment Board includes three community representative positions. As the current municipal term concludes and a new Board term begins, the participating municipalities will be required to appoint individuals to these positions in accordance with the applicable appointment process.

The Board may wish to consider providing a recommendation to the member councils regarding these appointments. In developing such a recommendation, the Board may wish to consider the benefits of retaining experienced community representatives who have completed the mandatory training requirements, gained governance experience, and developed familiarity with the Board's responsibilities and local policing priorities.

The Board may also wish to consider whether recruitment should be undertaken where a current community representative does not wish to continue serving or where a vacancy otherwise exists.

A recommendation from the Board would provide guidance to the member municipalities as they consider appointments for the upcoming term.

Suggested Recommendation to Member Communities

THAT the Lakehead OPP Detachment Board recommend to its member communities that the current community representatives be considered for reappointment, subject to their continued interest and eligibility; and

THAT, where a current community representative does not wish to continue serving or where a vacancy otherwise exists, the Board undertake a recruitment process to identify suitable candidates for appointment.

ATTACHMENTS: None

LAKEHEAD OPP DETACHMENT BOARD
Administrative Report

Date: **October 8, 2026 (For Meeting on October 15, 2026)**

To: **Members of Lakehead OPP Detachment Board**

Subject: **Requests for Enforcement Policy**

Submitted by: **Erika Kromm, Board Secretary**

RECOMMENDATION:

That the Board adopt the policy regarding requests for police enforcement.

BACKGROUND:

At its previous meeting, the Lakehead OPP Detachment Board discussed the process for requesting enforcement initiatives and police attention for local traffic, public safety, and community safety concerns.

During that discussion, Board members expressed a desire to establish a consistent approach whereby requests for enforcement originate from the municipality in which the concern exists, while ensuring that all Board members are kept informed of such requests. The Board subsequently directed the Secretary to prepare a draft policy for consideration.

The proposed Policy Respecting Requests for Police Enforcement has been developed in response to that direction and is intended to provide clarity regarding the submission, circulation, and reporting of enforcement requests within the detachment area.

DISCUSSION:

The proposed policy establishes that enforcement requests should originate from the municipality in which the concern exists and be directed to the OPP Detachment Commander or designated OPP representative.

The policy further provides that all members of the Lakehead OPP Detachment Board and the Board Secretary be copied on the correspondence for information purposes. This approach allows municipalities to bring forward local concerns while ensuring the Board remains informed of matters affecting the broader detachment area.

The policy explicitly recognizes the operational independence of the Ontario Provincial Police and confirms that neither the Board nor individual municipalities may direct police operations or determine enforcement priorities.

In addition, the policy addresses urgent public safety concerns by clarifying that situations requiring an immediate police response should be reported directly to the OPP through 9-1-1 or other appropriate reporting channels rather than through the Board process.

The proposed policy also includes provisions respecting Board approval, policy review, and administrative responsibility for maintaining the policy.

Alternative Administrative Process

While the draft policy reflects the Board's direction that all Board members be copied on enforcement requests, the Board may wish to consider an alternative administrative approach whereby requests are copied only to the Board Secretary. The Secretary would then be responsible for circulating the request to all Board members for information.

Given that the Lakehead OPP Detachment Board consists of 13 members representing multiple municipalities and communities, this approach may improve administrative efficiency and reduce the risk of notifications being inadvertently omitted due to changes in Board membership or contact information. It would also provide a single, consistent point of contact for the distribution of information while maintaining the Board's objective of keeping all members informed of enforcement requests. Should the Board prefer this approach, the policy can be amended accordingly while preserving the intent of transparency and information sharing among all member municipalities.

Additional Consideration

The draft policy has been prepared primarily from the perspective of member municipalities and reflects municipal administrative processes for communicating enforcement concerns to the Ontario Provincial Police. The Board may wish to discuss whether and how this process should apply to member First Nations communities. Existing governance structures, administrative practices, or community-specific protocols may differ from those of municipal members. As such, the Board may wish to consider whether the policy should apply to all members or whether alternative provisions are appropriate.

ATTACHMENTS: Draft Policy Respecting Requests for Police Enforcement

ATTACHMENT: Draft Policy Respecting Requests for Police Enforcement

1. Effective Date

To Be Determined

2. Purpose

To establish a consistent process for municipalities within the Lakehead OPP Detachment area to communicate enforcement, public safety, and community safety concerns to the Ontario Provincial Police while ensuring transparency among Board members.

3. Policy

(a) The Ontario Provincial Police maintains operational independence with respect to law enforcement activities, deployment of resources, and the prioritization of enforcement initiatives.

(b) Where a municipality identifies a policing, traffic, public safety, or community safety concern requiring OPP attention, the municipality shall submit the request directly to the OPP Detachment Commander or designated OPP representative.

(c) Requests shall originate from the municipality in which the concern exists and shall include sufficient information to assist the OPP in assessing the matter.

(d) For information purposes, the municipality shall copy all members of the Lakehead OPP Detachment Board and the Board Secretary on the correspondence. Circulation of a request to Board members does not constitute a request for approval, endorsement, or action by the Board.

(e) Notwithstanding the above, where an urgent public safety concern exists and immediate police response may be required, individuals shall contact the OPP directly through 9-1-1 for emergencies or through the appropriate OPP reporting channel. Notification of the Board may occur after the matter has been reported.

4. Reporting

Municipalities and OPP representatives may provide updates on enforcement requests and initiatives at regular Board meetings, as appropriate.

5. Authority

Nothing in this policy shall be interpreted as directing police operations or limiting the authority of the OPP to determine the nature, extent, priority, or appropriateness of any operational response.

6. Approval

This policy shall be approved by resolution of the Lakehead OPP Detachment Board and shall take effect on the date of its adoption.

7. Policy Review

This policy shall be reviewed by the Lakehead OPP Detachment Board at least once during each Board term, or sooner if required as a result of legislative, regulatory, or operational changes.

Any amendments to this policy shall be approved by resolution of the Board.

8. Responsibility

The Board Chair and Board Secretary shall be responsible for ensuring that this policy is maintained, reviewed, and presented to the Board for consideration as required.

Alternative to Paragraph 3(d)

For information purposes, the municipality shall copy the Board Secretary on all enforcement requests submitted to the Ontario Provincial Police. Upon receipt, the Board Secretary shall distribute the correspondence to all members of the Lakehead OPP Detachment Board. Distribution of the correspondence is intended solely to keep Board members informed and does not constitute a request for approval, endorsement, or action by the Board.

Clear Expectations. Practical Tools. Real Progress.

GOVERNANCE IN MOTION

Edition 6 Summer 2026

In This Edition

1. Transition to Police Governance Ontario
2. Message from the Chair
3. Message from the Executive Director
4. What Boards Should Be Focused on Now
5. Training Expansion and What It Means
6. Conference Highlights
   - Police Employment Conference
   - IPCO Conference
7. First Nations Governance Supports
8. New Website and Member Experience
9. Member Discussion Groups
10. June Conference Preview

Welcome to the Summer Edition

The past few months have marked an important period for police governance in Ontario. From the conversations and learning shared at our Spring Conference and Virtual Summit, to emerging legislative developments and election-year preparations, boards continue to navigate an evolving governance landscape.

This edition highlights key governance themes, emerging trends, member resources, and practical supports designed to help boards govern with confidence, consistency, and purpose.

Inside, you'll find conference and summit highlights, insights from the 2026 StrategyCorp Board Chair Survey, updates on Bill 119, new resources available through the Members Portal, and opportunities to continue the conversation through upcoming discussion groups and events.

Thank you for your continued commitment to effective civilian police governance and safer communities.

Stay Connected with PGO

- Have a question or topic to share? communications@pgo.ca
- Visit us online www.policegovernanceontario.ca
- Follow and connect LinkedIn | Instagram | Facebook



Al Boughton

Chair
Police Governance Ontario

Message from the Chair

Over the past several weeks, Canadians have witnessed the tragic loss and injury of police officers in the line of duty. At the same time, we continue to see communities grappling with acts of hate, violence, social division, and growing concerns about public safety. We have also seen incidents that challenge public confidence and remind us of the importance of accountability within our institutions.

These events can sometimes appear contradictory. They are not.

Strong public safety requires both trust in policing and confidence in the systems that provide oversight and accountability. One cannot exist without the other.

This is the environment in which police governance boards operate today. Our responsibility is not to choose between supporting police services and demanding accountability. Effective governance requires both. We must ensure that police services have the leadership, resources, and support necessary to meet increasingly complex demands while also maintaining the transparency and oversight that communities rightfully expect.

As we prepare for a period of transition across many boards in Ontario, this responsibility becomes even more important. Good governance provides continuity during change and stability during uncertainty.

The challenges facing our communities are significant. The opportunity for governance leaders to contribute to solutions is equally significant.



Lisa Darling M.O.M

Executive Director
Police Governance Ontario

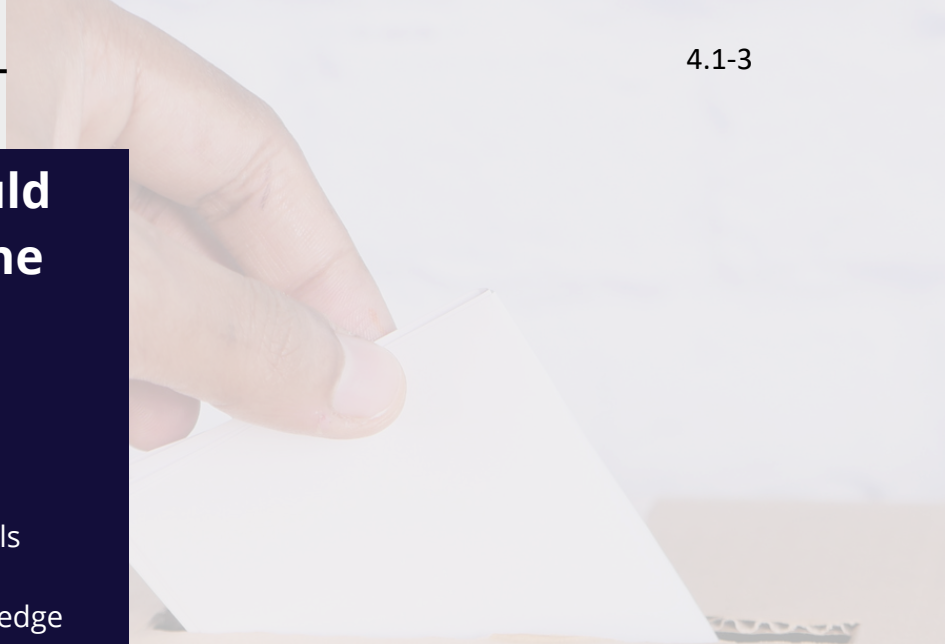
Message from the Executive Director

As Executive Director of Police Governance Ontario, I believe police governance is ultimately about people. It is about building public trust through strong, transparent oversight while recognizing and supporting those who serve our communities every day. Safe communities depend on both public confidence in policing and the knowledge that the officers who protect us are valued, respected, and supported. That is a responsibility that we all share.

Across Canada, five police officers have lost their lives in the line of duty in less than three months, three of them deliberately murdered while serving their communities. Several other officers have been seriously injured. Behind each of these tragedies are families whose lives have been changed forever, colleagues carrying unimaginable grief, and communities reminded of the tremendous sacrifices made by those who protect us.

Now, more than ever, we must stand together. We must continue to strengthen the relationships that underpin effective policing. We must continue to foster trust between police and the communities they serve. And we must never become indifferent to acts of violence directed at those who have chosen a profession dedicated to protecting others.

On behalf of Police Governance Ontario, we extend our deepest condolences to the families, friends, and policing colleagues of Sergeant Anaïs Fortin-Cozzens, Sergeant Brandon Malcolm, Provincial Constable Tarun Bali, Constable Marc Pinizzotto, and Constable Mohamed Lamine Benredouane. Their service, courage, and sacrifice will not be forgotten.



Governance Priorities

Every quarter brings new responsibilities, emerging issues and opportunities for boards to strengthen their governance. Aligned with the governance work cycle, Governance Priorities highlights the key areas that deserve your board's attention now, helping you stay proactive, prepared and focused on the work that matters most.

This quarter, we're taking an expanded look at election readiness. While municipal elections occur only once every four years, thoughtful transition planning is one of the most important responsibilities of any board. The actions you take today will help preserve continuity, support incoming members and position your board for continued success.

What Boards Should Be Doing Before the Next Election

1. **Plan for Board Transition & Continuity**
   - document current priorities
   - prepare orientation materials
   - identify unfinished work
   - preserve institutional knowledge
2. **Engage Your Community**
   - support Local Action Planning consultations
   - connect with community partners
   - identify emerging public safety concerns
   - gather information beyond board meetings
3. **Capture What You've Learned**
   - document governance practices
   - review policies and procedures
   - identify lessons learned
   - prepare resources for future members
4. **Ensure Transparency & Accessibility**
   - review website content
   - update policies and governance documents
   - confirm public information is current
   - make key resources easy to find
5. **Stay Informed on Emerging Issues**
   - monitor Bill 119 developments
   - review Governance Insights
   - participate in discussion groups
   - understand governance implications early

Need Help?

Need a policy?
Need a sounding board?
Need help interpreting legislation?
Need governance advice?

We're here to help.
communications@ policegovernanceontario.ca

WHAT WE'RE HEARING ACROSS ONTARIO

One of Police Governance Ontario's greatest strengths is the opportunity to listen. Through conferences, discussion groups, member consultations, governance inquiries and everyday conversations, common themes continue to emerge that are shaping police governance across the province.

This quarter, five key themes stand out.

1. GOVERNANCE IS AN ONGOING COMMITMENT

Effective governance extends beyond monthly meetings. Preparation, education, community engagement and relationship building all contribute to stronger decisions. Governance is an ongoing commitment, not a monthly event.

2. PUBLIC ENGAGEMENT MUST BE INTENTIONAL

Communities expect meaningful opportunities to be heard. Boards are increasingly recognizing that public engagement is most effective when it extends beyond formal board meetings and includes conversations with community partners, underrepresented groups and those directly affected by community safety issues.

3. GOOD DECISIONS DEPEND ON GOOD INFORMATION

Boards are seeking better access to meaningful information to support strategic oversight. Whether through community consultation, local safety data, governance resources or shared experiences from other boards, informed governance begins with informed decision-making.

4. PREPARING FOR TOMORROW STARTS TODAY

With municipal elections approaching, boards have an opportunity to preserve momentum by documenting priorities, supporting knowledge transfer and planning for leadership transition. Good governance creates continuity, ensuring important work continues regardless of changes in board membership.

5. SUPPORT MUST MEET BOARDS WHERE THEY ARE

No two police governance boards are exactly alike. They differ in experience, governance maturity, community context and available resources. As governance expectations continue to evolve, boards are looking for practical support that reflects their current realities while helping them build confidence, capacity and effectiveness over time.

These conversations are helping shape Police Governance Ontario's priorities and the resources, learning opportunities and Governance Insights we continue to develop for boards across Ontario.

Learning *Together*

LOOKING BACK

We've had an incredible season of learning, dialogue and connection. Thank you to everyone who joined us for our signature events this spring.



> PGO events give us the knowledge, confidence and connections to lead with impact.
> – Conference Participant

2026 Spring Conference

Stronger Governance. Safer Communities.

Our annual conference brought together board members, police leaders, experts and partners for two days of insightful conversations and practical takeaways.

Key themes that shaped our conversations:

- Governance in a time of complexity and change
- Community trust and legitimacy
- Strategic oversight and risk
- Supporting police leadership and wellbeing
- Innovation and the future of policing







BY THE NUMBERS

350+
Attendees from across Ontario

30+
Expert speakers and facilitators

40+
Sessions, panels and roundtables

1
Shared commitment to stronger governance

Administrator Virtual Summit

A new space. A strong start.

Our first-ever virtual summit for administrators created a dedicated space to learn, share and connect on the unique challenges and opportunities administrators navigate every day.

Key takeaways:

- Strength in a growing network
- Practical tools and real-world solutions
- Collaboration that supports strong boards



Did You Miss It?
Session materials, highlights and selected recordings are or will be available in the Members Portal.

Keep the learning going!
Explore resources, tools and insights from both events to apply at your next board meeting.

Learning doesn't stop here.

Discussion groups, roundtables and webinars offer ongoing opportunities to connect, ask questions and learn from one another.

See what's ahead on the Events Calendar.

Scan the QR code on the next page or visit the Events Calendar for upcoming opportunities and to register.

Learning *Together*

STAYING CONNECTED

The conversations don't end when an event concludes. Throughout the year, Police Governance Ontario creates opportunities for members to connect with peers, explore emerging issues, share practical experiences and continue building governance excellence together.

There's a place for you in the conversation.



> "The value of these conversations is in the relationships we build and the ideas we take home."
> – Conference Participant

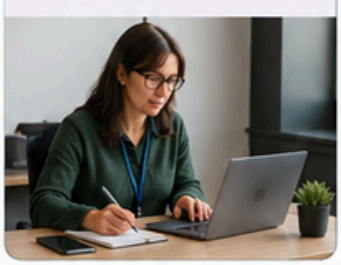
Board Member Discussion Groups

A collaborative space where board members discuss current governance challenges, exchange ideas and learn from one another's experiences.



Administrator Discussion Groups

Focused conversations designed specifically for board administrators, offering practical solutions, peer support and opportunities to share approaches from across Ontario.



First Nations Governance Roundtable

A dedicated forum that brings together First Nations police governance leaders to share experiences, discuss emerging issues and explore governance approaches that reflect the unique realities of First Nations policing.



Webinars & Special Learning Opportunities

Timely virtual sessions that provide practical guidance, expert perspectives and updates on issues affecting police governance boards.



Your Gateway to Learning

Everything happening at PGO is now in one place.

Visit the Events Calendar to stay informed, find learning that fits your needs and never miss an opportunity to connect.

Check often – new opportunities are added throughout the year!

In the Events Calendar you can:

- Register for upcoming events
- Browse learning opportunities by month
- Read event descriptions
- Access registration links
- Stay informed about newly added programming

Scan to Explore
Events Calendar

or visit:
members.policegovernanceontario.ca/dashboard/events

When we learn together, we govern stronger.
We look forward to seeing you at an upcoming discussion group, roundtable, webinar or event.

We're in this together.

AROUND THE GOVERNANCE TABLE

Developments. Decisions. Perspectives.
Shaping Police Governance in Ontario.



Police governance continues to evolve through legislative change, emerging research, new resources and provincial initiatives. ***Around the Governance Table*** keeps members informed about the developments shaping police governance in Ontario, explains what they mean for boards, and highlights how Police Governance Ontario is supporting members through change.

LEGISLATION & POLICY | GOVERNANCE IN PRACTICE | OVERSIGHT & ACCOUNTABILITY | TRENDS & INSIGHTS

> Strong governance starts with staying informed and engaged.

Bill 119: What Boards Should Know

Ontario's Bill 119 proposes a number of amendments to the Community Safety and Policing Act, 2019 and several related statutes. While the Bill has attracted considerable attention, it is important to remember that it has not yet completed the legislative process. As with any proposed legislation, amendments may be made before it receives Royal Assent and comes into force.

Police Governance Ontario has completed an initial review of the proposed changes and is actively monitoring the Bill as it progresses through the Legislature. While many of the proposed amendments are administrative or intended to improve consistency across the policing sector, several provisions could have implications for police governance boards.

What We're Watching

Rather than speculate on the final outcome, PGO is focusing on the areas most likely to affect governance responsibilities, including:

- changes affecting the relationship between boards and the Ministry;
- proposed amendments related to strategic planning and governance accountability;
- changes affecting board responsibilities and oversight;

cont'd

- expanded authorities and responsibilities of the Inspector General; and 4.1-8
- any amendments that could affect the governance role of police service boards and OPP Detachment Boards.

As the Bill continues through the legislative process, we will assess both the proposed wording and the practical implications for boards across Ontario.

Police Governance Ontario will continue to monitor Bill 119, engage with the Ministry where clarification is required, and provide members with timely updates as the legislation progresses. Should the Bill be enacted, PGO will develop practical guidance, educational resources and learning opportunities to help boards understand and implement any changes affecting their governance responsibilities.

Current Status
At the time of publication, Bill 119 remains before the Legislature and is not yet in force. Boards are not required to change their governance practices unless and until the legislation is enacted and any associated regulations come into effect.



Section 220: PGO Seeking Clarification on Municipal Board Implications

Section 220 of the Community Safety and Policing Act, 2019 was raised during the labour update discussion at the Spring Conference and has prompted important questions for municipal police service boards.

The issue is not simply what the section says, but how it may be applied in practice. Recent discussion connected to Waterloo highlighted recommendations that may not translate easily to every municipal police service board. What may be workable for one board, service, labour environment, or municipal structure may create practical or governance challenges elsewhere.
Following the conference, PGO requested feedback from municipal boards to better understand how members are interpreting the issue and what concerns may arise locally. We appreciate the five boards that responded and shared their perspectives.

Why This Matters

This issue applies to municipal police service boards only.

For affected boards, the concern is ensuring that any interpretation or recommended practice supports good governance without creating unintended consequences. Boards need clarity on their responsibilities, their relationship with the Chief, their role in labour-related matters, and how any expectations under Section 220 should be applied consistently and practically across different municipal policing environments.

A one-size-fits-all approach may not work. Boards differ in size, administrative capacity, labour context, municipal relationships and governance maturity. Any guidance must recognize those realities.

What PGO Is Doing

PGO is continuing discussions with the Ministry to seek clarification on Section 220 and its implications for municipal police service boards.

Our goal is to ensure that boards receive guidance that is clear, practical and grounded in the realities of local police governance. As clarification becomes available, PGO will share further information with affected members.

For now, municipal boards should continue to monitor this issue and bring forward any questions or concerns that may help inform PGO's ongoing discussions with the Ministry.

What's on Your Board's Agenda?

Police Governance Ontario is strongest when we learn from one another.

What governance challenges is your board working through? What innovative practices have you developed? What questions are you hearing from your community?

We're always looking for ideas that can help shape future resources and conversations, including:

✔️ Governance Insights articles
✔️ Discussion Group topics
✔️ Webinars and learning sessions
✔️ Conference presentations
✔️ Governance guides and templates
✔️ Local board resolutions and promising practices



If your board has developed something that could benefit others; or if there's a governance topic you'd like PGO to explore, we'd love to hear from you.

Email us at:
communications@policegovernanceontario.ca

Together, we're building governance knowledge for boards across Ontario.

Inspectorate of Policing Intelligence Hub

The Inspectorate of Policing recently launched the Intelligence Hub, a new online resource designed to improve access to policing information across Ontario. While many boards are still becoming familiar with the platform, it represents an important step toward making policing data and performance information more accessible.

For police governance boards, access to reliable information is essential to effective governance. The Intelligence Hub has the potential to support informed discussions, identify emerging trends and provide additional context for strategic decision-making.

What We're Watching

As the Hub continues to evolve, PGO is exploring several questions from a governance perspective, including:

- What information is available to boards?
- How should boards use the information as part of their governance responsibilities?
- What data is available for municipal police services and what, if any, information is available for OPP Detachment Boards?
- How can the information support strategic planning, oversight and community safety discussions?
- What training or guidance may be needed to help boards interpret and apply the information appropriately?



PGO's Perspective

Rather than simply encouraging boards to use the Intelligence Hub, PGO believes it is important to first understand its intended governance purpose and practical application.

We are currently working with the Inspectorate to better understand the platform, its intended use and opportunities to develop future guidance and learning resources for police governance boards.

As our understanding grows, we look forward to helping members make effective use of this new resource in support of informed governance.

NEW IN THE MEMBERS PORTAL

Tools, resources and guidance developed to support your governance journey.



The Members Portal *is where PGO's knowledge lives.*

VISIT THE MEMBERS PORTAL

Everything you need to lead with confidence.

Tools. Knowledge. Community.

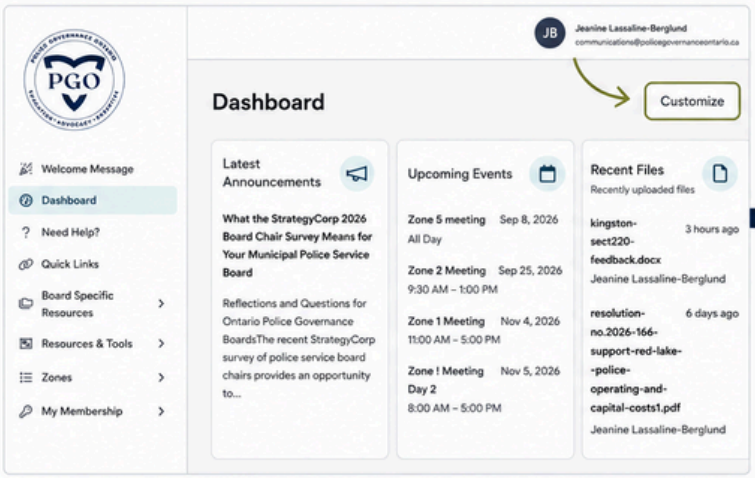
Scan to log in or explore more resources.

PGO TIP

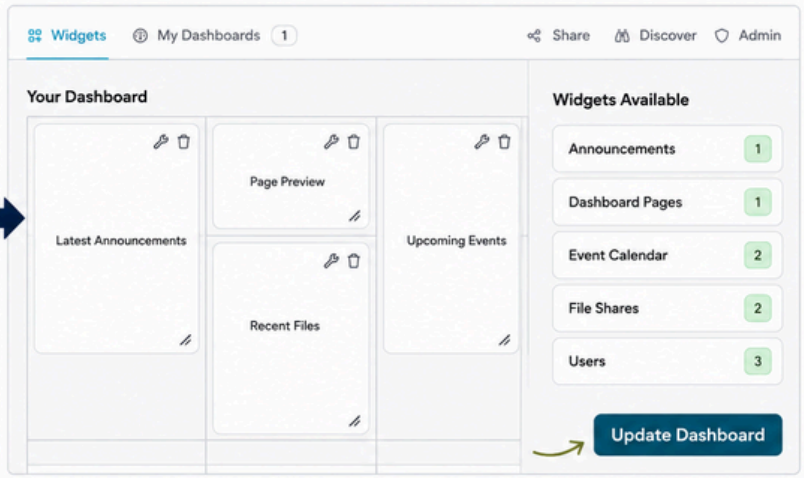
Make the Members Portal Work for You

Your dashboard is the first page you'll see when you log into the Members Portal, and you can personalize it to display the information that's most important to you.

STEP 1 From your dashboard, click Customize



STEP 2 Add, remove and arrange your widgets



STEP 3 Save your dashboard

Once you've arranged your dashboard the way you like it, click Update Dashboard to save your changes.

A personalized dashboard makes it easier to stay informed about new resources, upcoming events and the latest activity in the Members Portal.

TIP: Your dashboard can evolve as your role changes. Whether you're a Board Chair, Board Member or Administrator, customize it to surface the information you access most often.

RECENTLY ADDED TO THE MEMBERS PORTAL

Fresh content. Practical tools. Relevant updates.

GOVERNANCE GUIDES

- **Annual Reporting Guides** (Municipal & OPP)
- **Annual Governance Work Cycles** (Municipal & OPP)
- **Closed Meetings Guide**
- **Board Evaluation Guide**
- **Information Sharing Protocol** (Municipal)
- **Local Action Planning Guide** (Updated)
- **Police Chief Evaluation Guide**
- **Detachment Commander Evaluation Guide**

CONFERENCE & LEARNING RESOURCES

- **Spring Conference session summaries**
- **Administrator Virtual Summit materials**
- **Presentation handouts & slides**
- **Governance presentations**
- **Speaker resources**
- ***And more!***

ADVOCACY & LEGISLATIVE UPDATES

- **Bill 119 updates**
- **Section 220 resources**
- **Member briefings**
- **Advocacy submissions**
- **Provincial consultation documents**
- **Legislative updates**
- ***And more!***

COMING THIS SUMMER!

OPP DETACHMENT BOARD GOVERNANCE & POLICY MANUAL

One of Police Governance Ontario's largest governance initiatives is nearing completion.

In collaboration with the Ministry, we are developing a comprehensive OPP Detachment Board Governance & Policy Manual supported by 38 practical governance templates created specifically for OPP Detachment Boards.

Once released, it will be one of the most comprehensive governance resources available to OPP Detachment Boards in Ontario.

38 **GOVERNANCE TEMPLATES**
Practical. Relevant. Ready to use.
Supporting strong governance every step of the way.



PRACTICAL GUIDANCE

BUILT FOR BOARDS

STRONGER GOVERNANCE

BETTER OUTCOMES FOR COMMUNITIES





A Moment to Recharge

As we wrap up a busy first half of the year, the PGO team will be taking some well-earned time to rest and recharge over the summer.

Since January, we've been focused on supporting Ontario's police governance community through new governance resources, conference planning and delivery, advocacy, discussion groups, webinars, Governance Insights, legislative monitoring and the continued expansion of the Members Portal. We remain committed to providing timely, practical support to our members, and that commitment doesn't change.

Over the summer months, you may notice that responses take a little longer as team members take scheduled vacation time and work at a slightly slower pace. During extended absences, our out-of-office messages will let you know who to contact if your inquiry requires immediate assistance.

Thank you for your continued support, collaboration and engagement. We appreciate the opportunity to work alongside boards across Ontario and look forward to continuing that work with renewed energy in the months ahead.

COMING UP AT PGO

A preview of upcoming opportunities to learn, connect and strengthen governance across Ontario.

BOARD MEMBER DISCUSSION GROUPS

Now offering both daytime and evening sessions

Join fellow board members from across Ontario for peer-to-peer conversations about current governance issues, emerging questions and shared board experiences. These sessions provide a practical space to learn from colleagues, discuss common challenges and stay connected to issues affecting police governance across the province.
Board Member Discussion Groups are held approximately every third Thursday of the month. Beginning in September, each session will be offered twice; once during the day and once in the evening, making it easier for members to participate.
Practical updates. Shared experiences. Stronger governance conversations.

ADMINISTRATOR DISCUSSION GROUPS

Designed specifically for board administrators and board support professionals, these sessions provide a forum to discuss emerging issues, share practical solutions and learn from colleagues performing similar roles across Ontario.
Topics are driven by current priorities and member questions, with recent discussions exploring annual reporting, meeting administration, governance resources, legislative changes and board operations. Each session combines practical updates with opportunities for open discussion and peer learning.
Administrator Discussion Groups are held approximately every third Thursday of the month, with dates and registration available through the PGO Events Calendar.
Practical solutions. Shared expertise. Stronger board administration.

FIRST NATIONS GOVERNANCE ROUNDTABLE

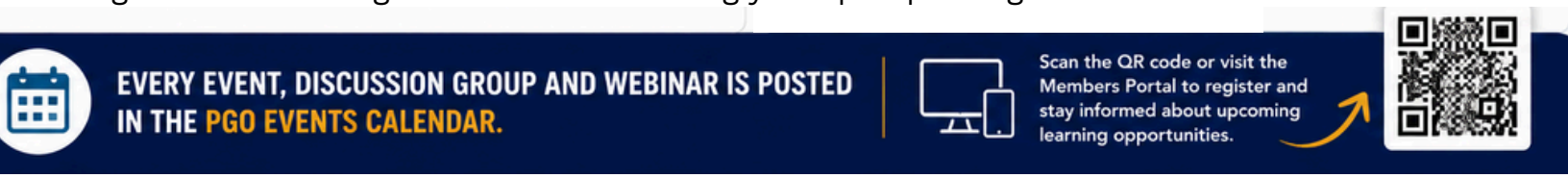
Continuing the conversation

The First Nations Governance Roundtable provides a dedicated space for all First Nations police governance bodies and governance representatives to connect, share experiences and explore the unique opportunities and challenges of police governance within First Nations communities. Whether your police service operates under the Community Safety and Policing Act, a self-administered policing agreement, or another governance model, the Roundtable is intended to support open dialogue, shared learning and the exchange of governance knowledge and promising practices.
Building on conversations from our Spring Conference and recent engagement with First Nations governance leaders, PGO is working with participants to shape the future direction of the Roundtable and ensure it reflects the priorities, perspectives and governance needs of First Nations communities.
Together, we're building a forum for collaboration, learning and governance excellence.



Governance in a Reactive World: Special Online Session

One of the sessions originally scheduled for the 2026 Spring Conference will now be offered as a special online learning opportunity for all members.
Police governance operates in an environment that is constantly responding to urgent issues, changing priorities and increasing public expectations. This session explores how boards can remain focused on strategic direction, meaningful oversight and long-term governance excellence without being pulled into the reactivity of the policing environment.
Participants will be introduced to several practical governance models developed by Police Governance Ontario, including the Governance Continuum, the Governance Production Cycle, and an integrated framework that demonstrates how governance work, relationships, communication, engagement and governance principles work together to sustain governance excellence over time.
Whether you attended the Spring Conference or were unable to join us, this session offers an opportunity to explore one of PGO's newest governance frameworks and reflect on how boards can strengthen intentional governance in increasingly complex policing environments.



What the StrategyCorp Survey Means for Your Board: Special Virtual Learning Session

The 2026 StrategyCorp Police Board Chair Survey generated considerable interest leading up to this year's Spring Conference. While we were unable to accommodate the presentation within our conference program, Police Governance Ontario is pleased to partner with StrategyCorp to bring this important discussion to members through a dedicated virtual session.

Join the StrategyCorp team as they present the survey findings, explore emerging trends in police governance across Ontario and discuss what board chairs are telling us about today's governance environment.
Following the presentation, participants will have an opportunity to reflect on what these findings may mean for their own boards and consider practical governance opportunities as police governance continues to evolve.
Whether you attended the Spring Conference or are seeing the survey results for the first time, this session will provide valuable context and an opportunity to engage directly with the team behind the research.

Inspectorate of Policing | Service d'inspection des services policiers

Office of the Inspector General of Policing
777 Bay St.
7th Floor, Suite 701
Toronto ON M5G 2C8

Bureau de l'inspecteur général des services policiers
777, rue Bay
7e étage, bureau 701
Toronto ON M5G

Inspector General of Policing Memorandum

TO:	All Chiefs of Police and Commissioner Thomas Carrique, C.O.M. Chairs, Police Service Boards
FROM:	Ryan Teschner, Inspector General of Policing of Ontario
DATE:	**July 28, 2026**
SUBJECT:	Inspector General Memo #12: Release of the Inspector General of Policing 2025 Annual Report

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

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

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

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

Sincerely,

Ryan Teschner
Inspector General of Policing of Ontario

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

Inspectorate of Policing



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

The Annual Report of the
Inspector General of Policing

2025

Inspectorate of Policing | Service d'inspection des services policiers

Office of the Inspector General of Policing
777 Bay St.
7th Floor, Suite 701
Toronto ON M5G 2C8

Bureau de l'inspecteur général des services policiers
777, rue Bay
7e étage, bureau 701
Toronto ON M5G 2C8

June 30, 2026

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

Dear Solicitor General Kerzner,

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

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

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

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

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

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

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

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

I respectfully submit this Report for your consideration.

Sincerely,



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

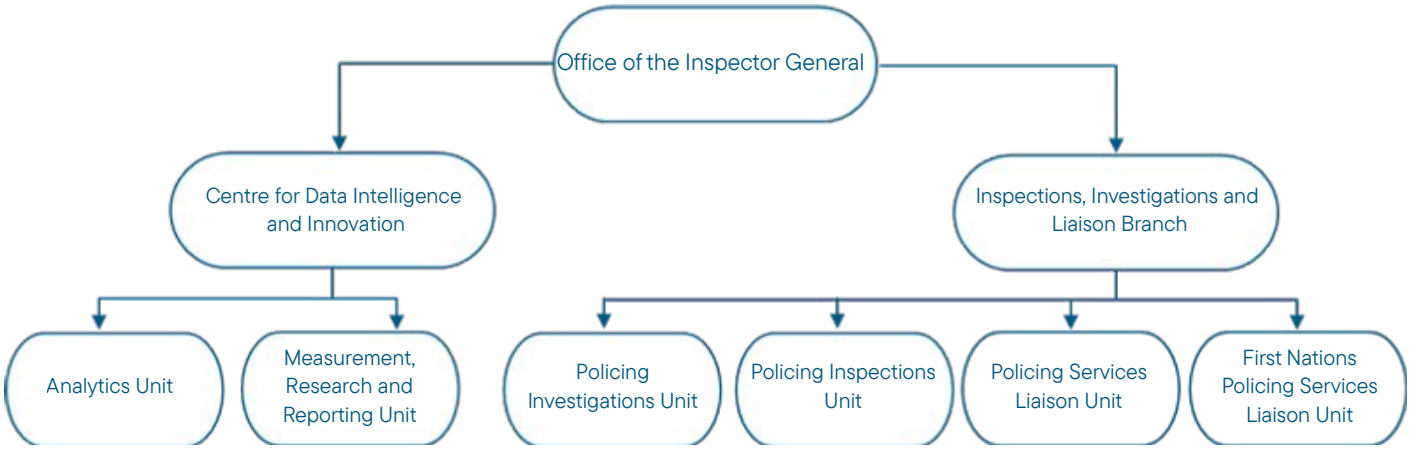
Driving improvements in policing performance begins with a shared commitment to values that guide the Inspectorate of Policing's work, decisions, and organizational culture.

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.

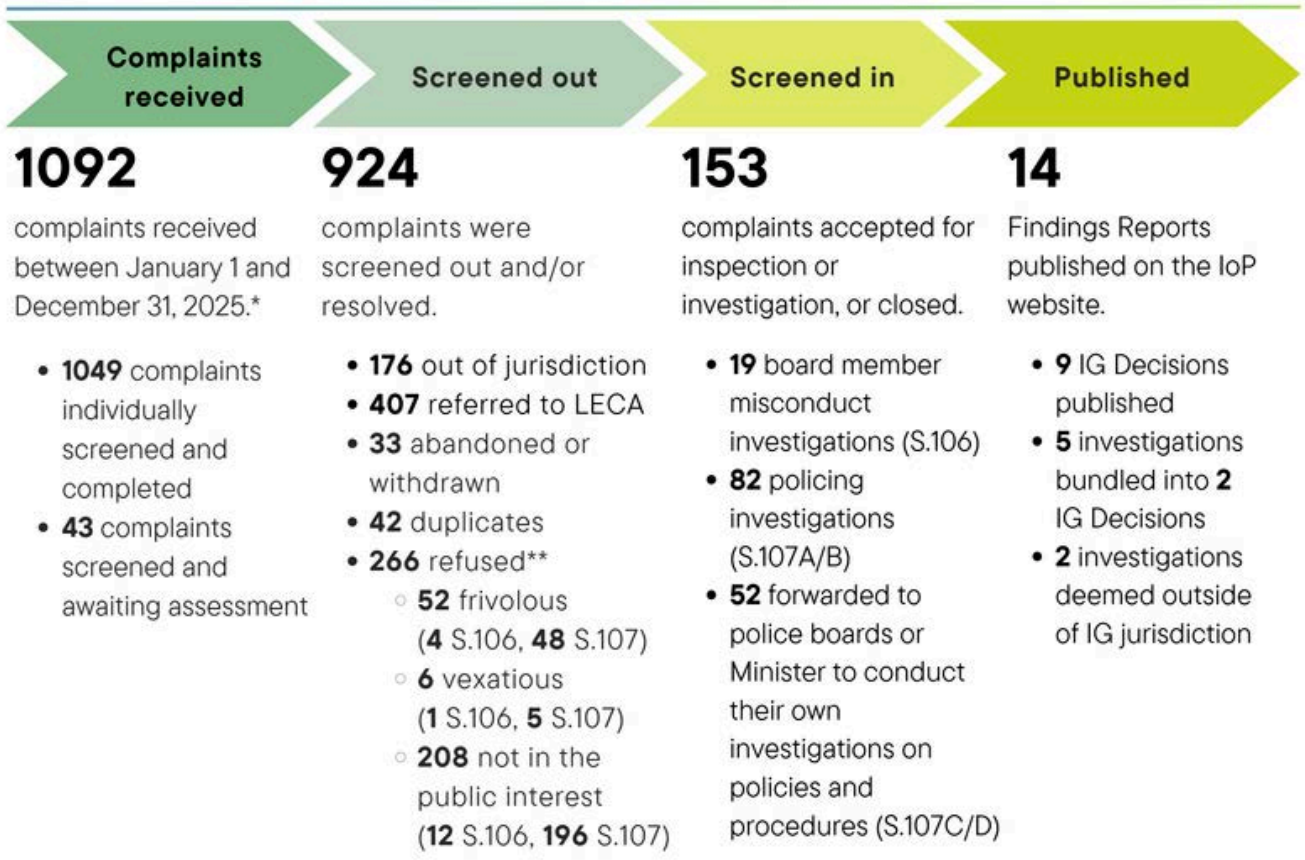
This authority is intended to be protective, focused, and proportionate. It ensures that, in urgent situations, the IG can act decisively to safeguard communities, while maintaining appropriate oversight, accountability, and transparency within Ontario's policing system.

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.

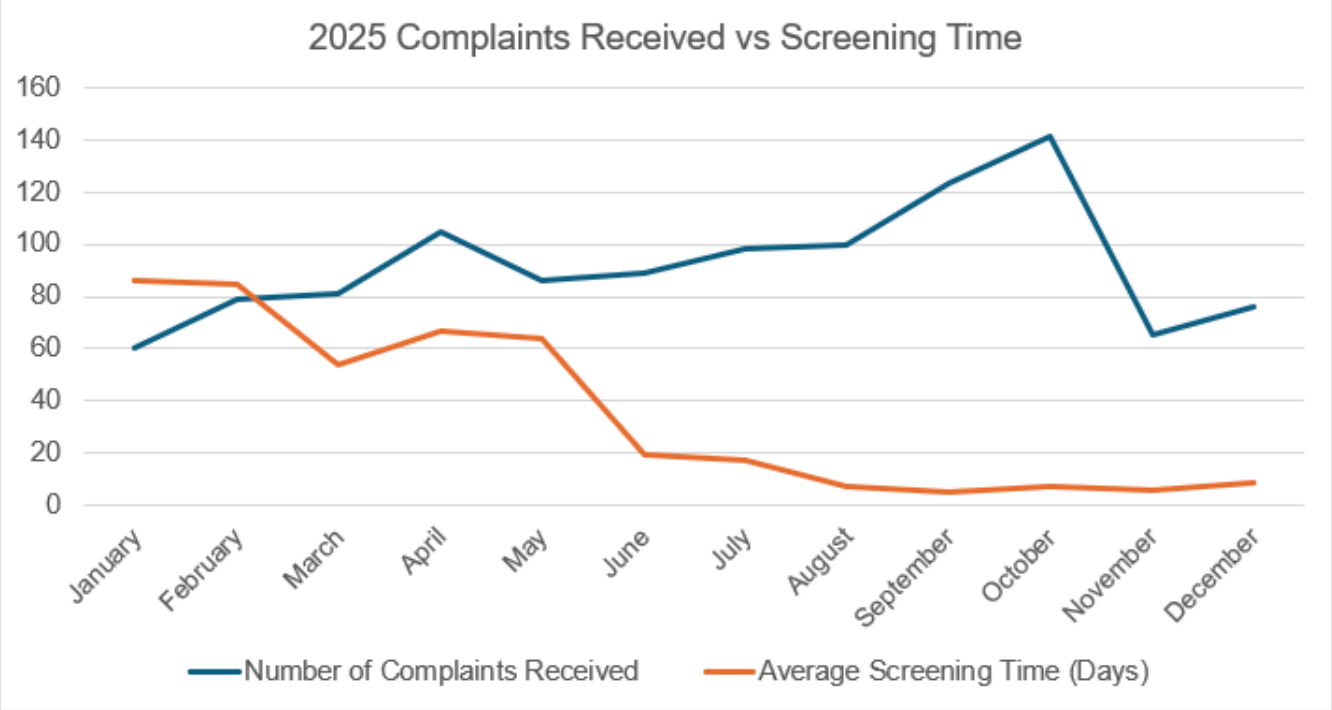
Improving Timeliness and Consistency in Complaint Screening

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.

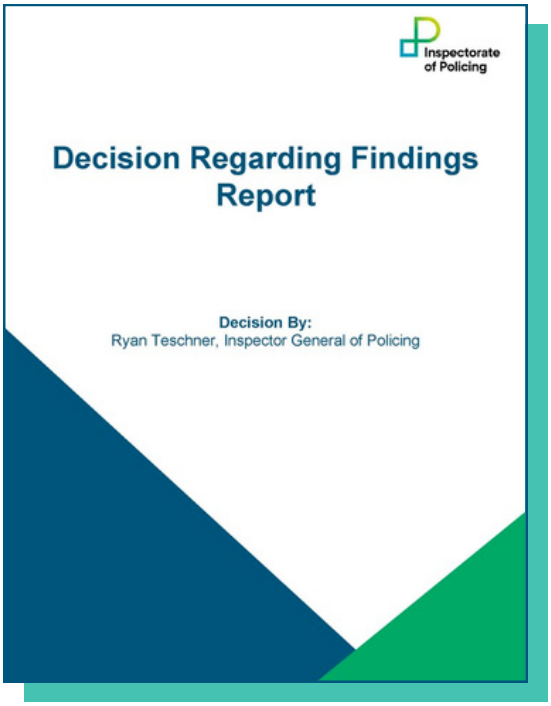
These examples demonstrate the value of public complaints as a tool for continuous improvement. They help identify issues, strengthen public trust, and ensure that policing policies and practices evolve to meet community needs and raise the performance bar across the Ontario policing sector.



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.

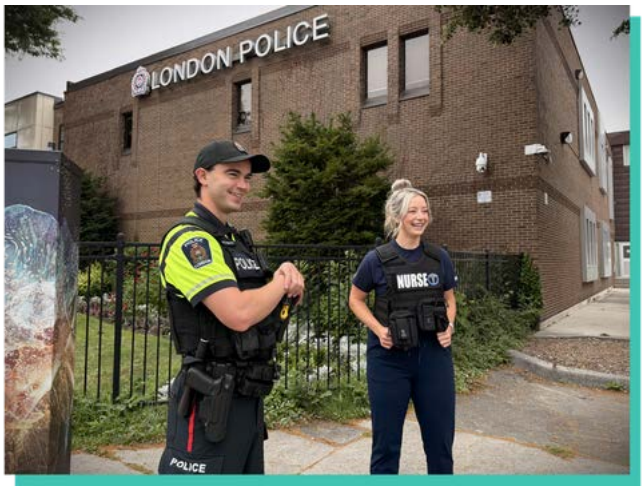
While these challenges are significant and persist across much of the province, there are also examples of practical approaches that support clarity, accountability, and public transparency, even in a demanding environment.

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.

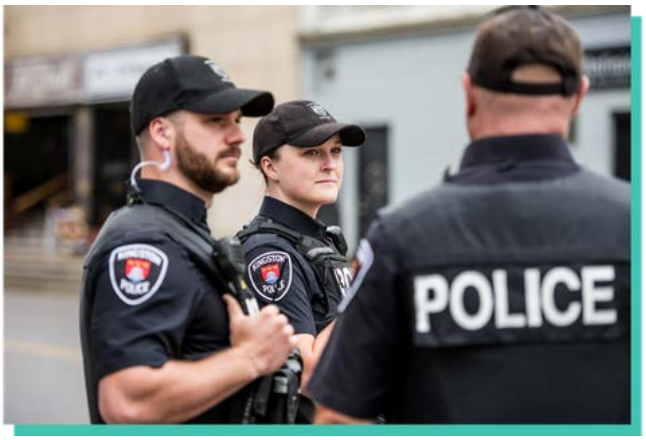
Overall, these modern response models have strengthened the LPS's ability to respond to complex social issues, while easing pressures on frontline resources, reinforcing community partnerships, and improving public trust.

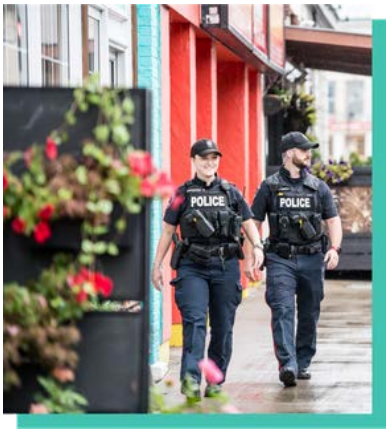




Enhancing Downtown Safety with Proactive Policing

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.

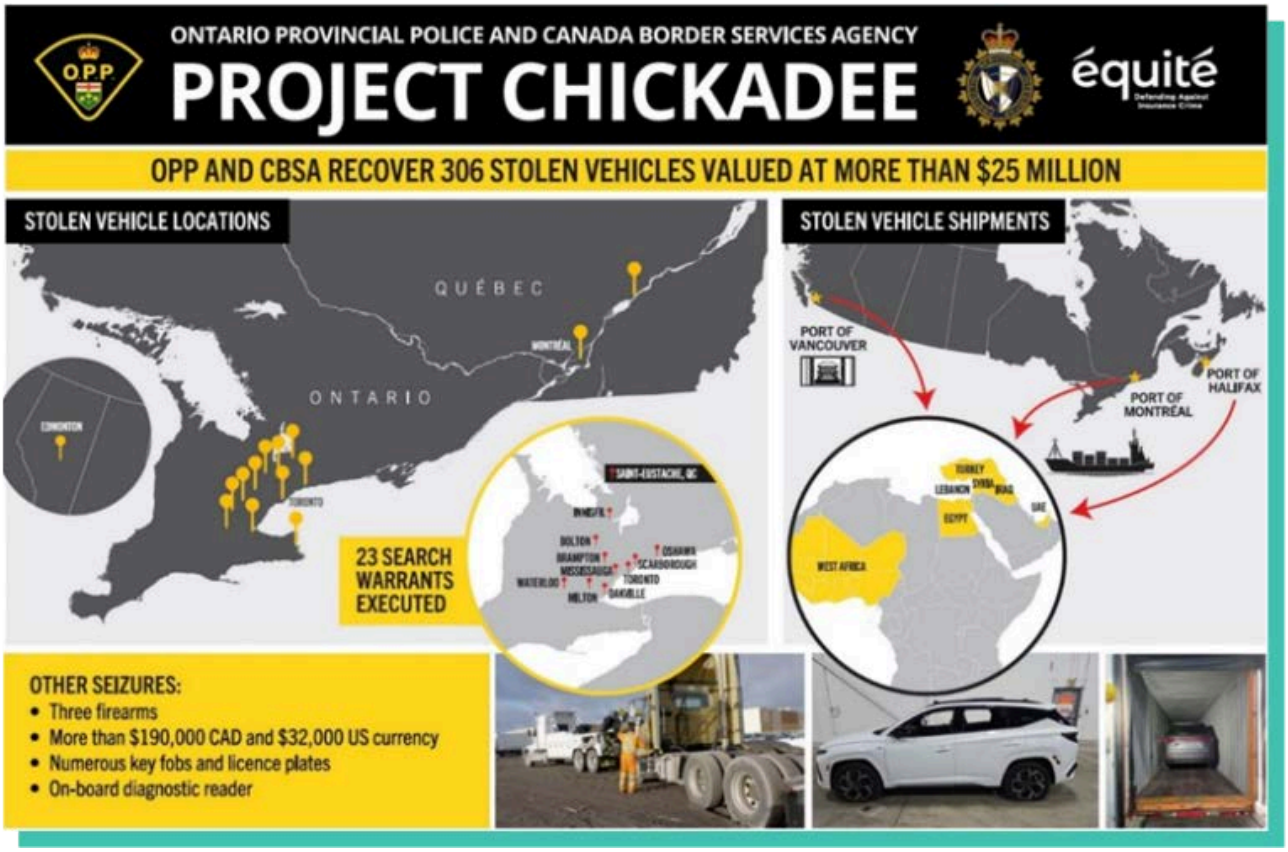
The **Waterloo Police Service** is leading the Emergency Services Cooperative (ESCO), a shared IT and technology-modernization model that streamlines digital infrastructure to enhance service delivery across public safety agencies. By providing scalable, modern systems under a unified framework, ESCO 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

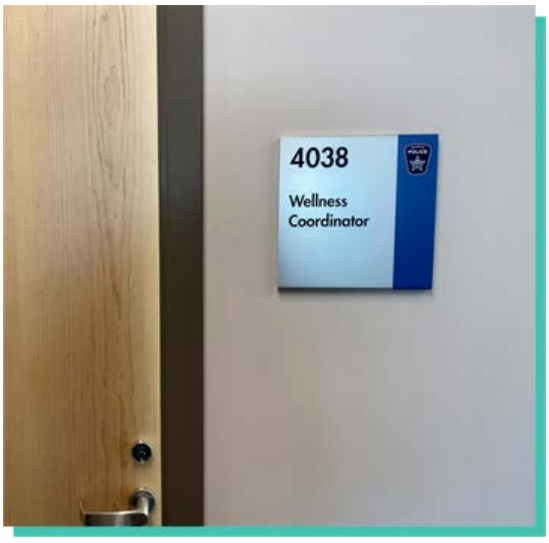
To address the mental health and wellness of its officers and staff, the **North Bay Police Service** hired a Wellness Coordinator who has served as a champion for mental health being embedded in the Service's culture. They organized a First Responders Wellness Symposium in October of 2025 for all agencies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

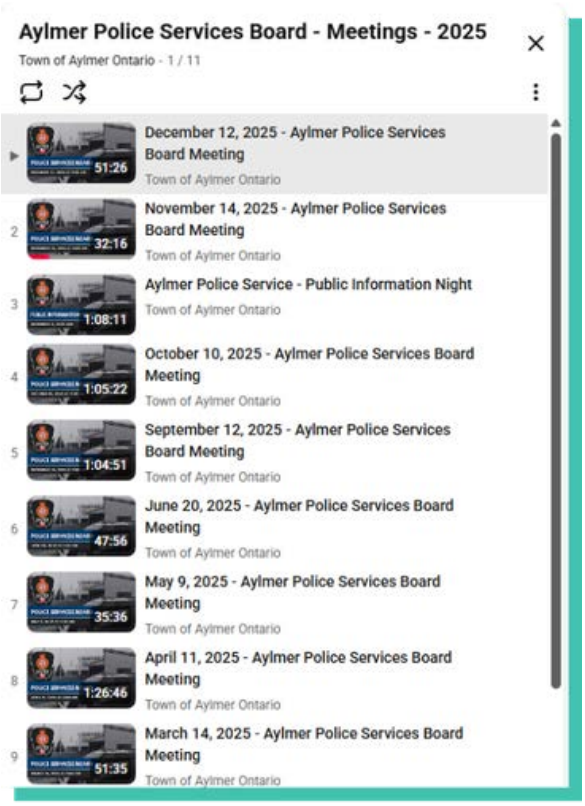


Supporting Community Understanding Through Information-Sharing

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.





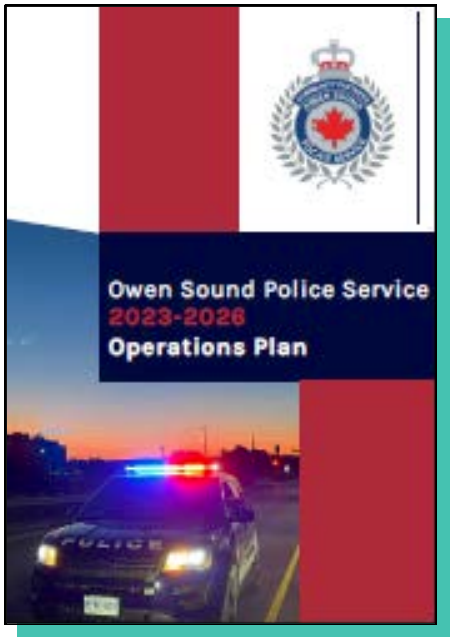
The **Peel Regional Police Service Board** convened Ontario's first Victims and Survivors Symposium to address gaps in integrating lived experience into policing governance and policy. Co-hosted with **Peel Regional Police**, the event brought together approximately 300 participants—including survivors, 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.

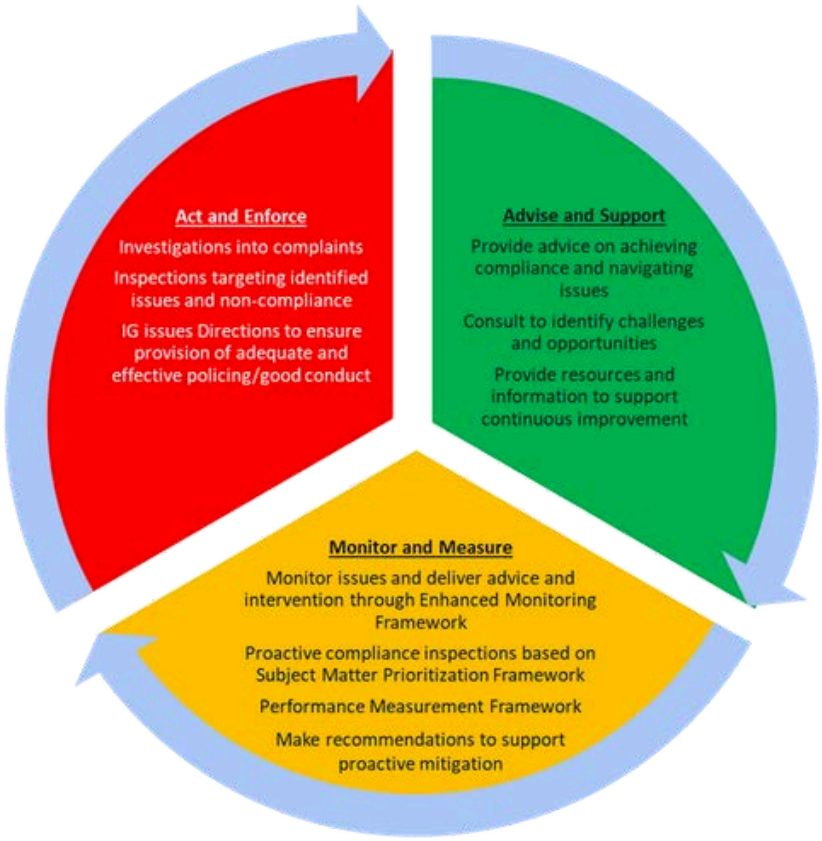
Modernizing Oversight Through a Risk-Based Framework

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

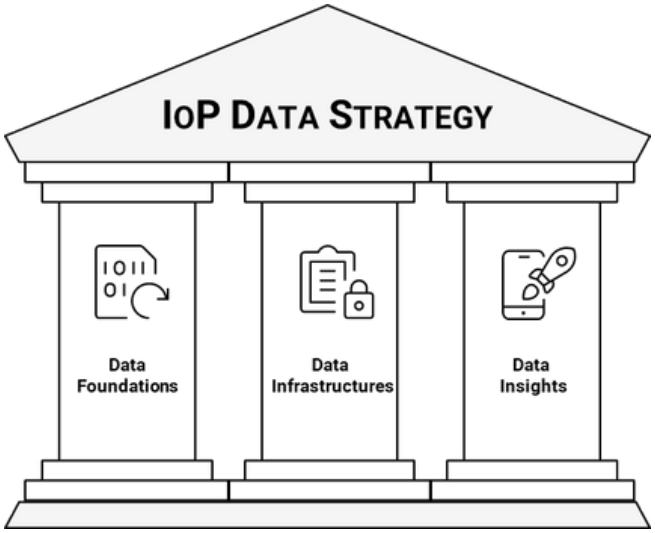
As policing and police governance continue to grow in complexity, effective oversight increasingly depends on access to reliable information and the ability to interpret it responsibly. In 2025, foundational work continued toward the development of a data strategy intended to guide how the IoP collects, 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

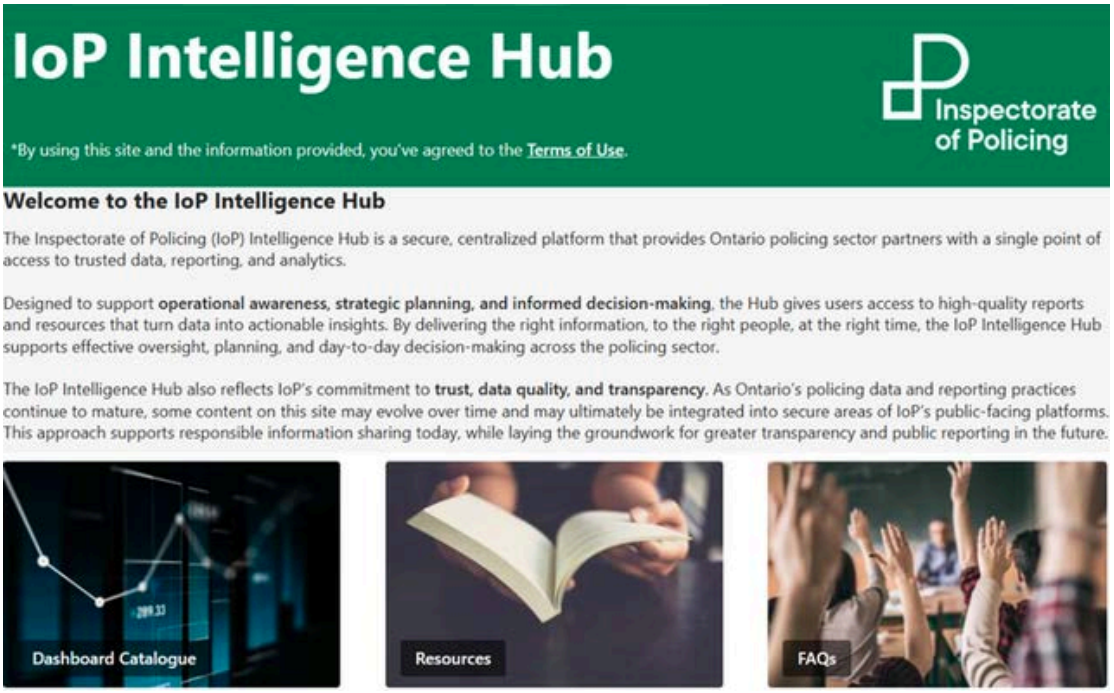
The IoP is advancing data-driven oversight through the launch of the **IoP Intelligence Hub**, a centralized platform for the IoP's policing data and analytics across Ontario.

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.

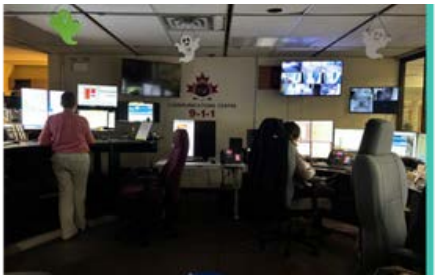
An early finding of this work highlights the absence of a standard definition and associated measures and reporting practices for police response times, reinforcing the need for greater clarity and consistency to support transparency, comparability, and informed decision-making.

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.

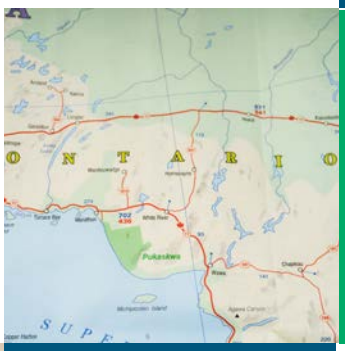
The IoP's website serves as the primary vehicle for public reporting, ensuring that oversight outcomes, guidance, and key information are accessible and centralized. Public-facing communications, including the use of social media, supports awareness of published materials and reporting activity. Together,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



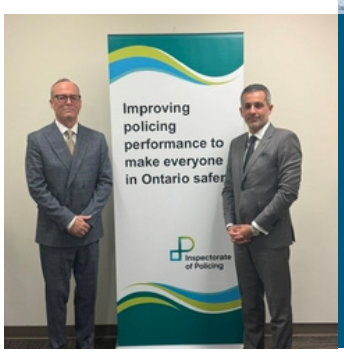
IG Ryan Teschner on TVO's The Agenda (June 13, 2025).

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

From: Jeanine Lassaline-Berglund <communications@policegovernanceontario.ca>
Sent: September 29, 2026 8:00 AM
To: Erika Kromm
Subject: Hold the Date: AI & Police Governance Virtual Summit | November 25



Artificial intelligence is moving quickly from something we talk about to something organizations and individuals are already using.

For police Boards, that raises some important questions.

What exactly is AI?

What do Board members actually need to understand about how it works, what it can do, where it can go wrong, and why human judgment and critical thinking still matter?

Where is AI already being used in policing?

As police services explore and adopt AI-enabled technologies, Boards need to understand enough to exercise meaningful governance and oversight.

What should Boards know about the technologies being used by their police service? What questions should they be asking? What are the implications for privacy, accountability, bias, policy, risk, transparency and public trust?

Boards do not need to become technology experts.

They do need to know how to govern organizations that are increasingly using technology they may not fully understand.

And then there is another question.

What about AI around our own Board tables?

Board members and administrators increasingly have access to powerful AI tools, sometimes through applications they already use.

Are individual members already using AI to research issues, summarize information, prepare for meetings or develop their thinking?

Are documents or information being entered into AI tools without a clear understanding of privacy, confidentiality or information-security implications?

Are AI-generated answers being independently verified?

Could AI be influencing Board discussions or decisions without anyone knowing it was used?

And has your Board ever discussed what responsible AI use should look like?

Before we ask how AI can help us govern better, we need to understand how it may already be affecting our governance and what appropriate guardrails should be in place.

Only then can we explore the opportunity.

Used responsibly, AI has the potential to help Boards work with information, undertake research, prepare for meetings, identify better questions, test assumptions and increase their capacity to govern.

But AI cannot exercise governance for us.

It can increase our capacity to govern. It cannot assume our responsibility to govern.

Join us on November 25.

Police Governance Ontario is bringing these conversations together for a **full-day virtual summit dedicated to AI and police governance.**

We will start with the fundamentals and build from there:

Understand it.
What is AI and what do governors actually need to know?

Govern it.
Where is AI being used in policing and what does meaningful oversight look like?

Look inward.
How might AI already be used around our own Board tables, and what risks does that create?

Establish the guardrails.
What policies, practices, training and expectations should Boards consider?

Use it well.
How can AI responsibly support stronger and more effective governance?

Whether you are already using AI regularly, have only experimented with it, or aren't entirely sure what all the fuss is about, this Summit is being designed to meet you where you are and move the conversation forward.

The objective is not to turn Board members into AI experts.

It is to help us become better prepared governors in an environment that is changing quickly.

For now, we're asking you to do one thing:

Hold the date.

Wednesday, November 25, 2026
PGO AI & Police Governance Virtual Summit
Full Day | Virtual

A full program of speakers, sessions and practical learning will be announced over the coming weeks.

Registration information coming soon.

Police Governance Ontario
Leading excellence in police governance.

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From: Jeanine Lassaline-Berglund <communications@policegovernanceontario.ca>
Sent: September 21, 2026 8:00 AM
To: Erika Kromm
Subject: A Zone Is More Than Three Meetings on a Calendar

Last year, PGO began a transition in how we support Zones across Ontario.

We collected Zone fees, helped distribute funds, supported banking arrangements where needed and worked with Zones to make some of the administrative pieces easier.

That was a start.

For 2027, we are taking the next step.

We are shifting our focus from funding Zones to building Zones as part of PGO's governance infrastructure.

That means putting some consistent structure around how Zones operate. More importantly, it means being clearer about what Zones are there to accomplish and what Boards should expect from the time and money they invest in participating.

Some structure helps

Beginning in 2027, PGO will introduce a procedural bylaw for Zones that provides a common foundation for how they operate.

Zones will still have the ability to develop their own policies where they feel additional direction is needed. We aren't trying to make every Zone identical. Geography, membership and regional priorities differ across Ontario.

But there are some things we believe should be consistent.

Zones will meet at least three times each year. At least one meeting will be held in person and at least one will be held in collaboration with the OACP.

As we shared in our 2027 budget communication, **each Zone will have $5,000 in funding provided through PGO membership revenues. Zone membership and participation are included as part of PGO membership and are not charged as a separate fee.** From those funds, the Zone Chair will receive $250 per meeting and the Zone administrator will receive $500 per meeting.

That funding is intended to support the core Zone structure. If a Zone chooses to hold additional meetings, undertake special activities or plan larger events beyond that structure, it can absolutely do so. Those additional activities will need to be planned and funded by the Zone.

PGO will continue to support the administration of Zone funds, banking and other practical needs, while introducing greater consistency in how funds are managed and reported.

Those are the mechanics.

But the mechanics aren't the reason Zones exist.

So, what is a Zone actually for?

A strong Zone creates a regional network for police governance.

It is a place to compare experiences and practices with other Boards. To identify emerging issues. To share priorities and learn how other Boards are approaching common challenges. To hear what is happening provincially from PGO staff and Board members. To bring forward issues that may be bigger than one Board or one community.

It should also be a place to learn.

PGO will be building more formal learning and micro-learning opportunities into Zone programming. Zones can also bring in guest speakers and subject-matter experts on issues that matter in their region or that help members develop the governance knowledge and skills they need around the Board table.

Done well, information should travel in both directions.

Board → Zone → PGO

A local issue may turn out to be happening across a region. A regional concern may identify the need for provincial research, a new resource, advocacy, training or a conversation with one of our partners.

And then:

PGO → Zone → Board

Provincial developments, governance resources, emerging practices and learning come back through the network to individual Boards.

That is what we mean when we talk about building Zones as part of PGO's governance infrastructure.

Working with OACP, while doing our own work

Our relationship with OACP remains important.

There are many issues where police leaders and police governors benefit from being in the same room, hearing from one another and understanding different perspectives. We want that collaboration to continue, which is why at least one Zone meeting each year will be held in collaboration with OACP.

But Police Governance Zones also have a different job to do.

Board members need dedicated opportunities to talk about **governance**.

They need to discuss the responsibilities they carry, compare practices with other Boards, work through emerging governance issues, develop their knowledge and judgment, and take useful information back to their own Board.

The goal isn't to separate police governance from police leadership. It is to make sure both have the opportunity to do their respective work well.

Making Zone meetings worth showing up for

We also understand why some Board members may have viewed Zone meetings as optional in the past.

If the governance portion of the day is brief, largely administrative, or simply fills whatever time remains after another agenda is finished, it can be difficult to justify the travel, time and expense required to participate.

That's what we want to change.

A Zone meeting shouldn't be measured by how quickly everyone can get through the agenda and head home.

It should be measured by what members are able to take back to their Boards.

Members should leave knowing something they didn't know when they arrived, having considered something differently, having built a useful connection, or carrying something practical back to their Board.

Sometimes that will take more than an hour or two.

An in-person Zone meeting may require travel, a full day and, depending on where you live in Ontario, an overnight stay. Boards should consider those costs when planning their annual governance budgets.

PGO's responsibility is to help make that investment worthwhile.

Participation needs to be possible too

Where a Zone meets matters.

As Zones plan their meetings, locations should be selected with accessibility and participation in mind, including appropriate audiovisual and connectivity supports for members who need to participate virtually.

We are well beyond the point where a room and a few chairs are enough to create meaningful regional participation.

Members joining remotely should be able to hear, contribute and participate in the work of the Zone.

The next chapter for Zones

PGO can provide funding, structure, administrative support, learning opportunities and access to expertise.

Zones bring regional knowledge, relationships and priorities.

Boards bring the people who make the network work.

All three matter.

A Zone is not three meetings on a calendar. It is a regional governance network.

Our goal for 2027 is to make Zone participation something Boards plan for, budget for and see as part of developing their governance capacity.

Because if we are asking members to invest their time and Boards to invest their resources, there needs to be something worth showing up for.

And there needs to be something worth taking home.

Leading excellence in police governance.

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From: Jeanine Lassaline-Berglund <communications@policegovernanceontario.ca>
Sent: October 5, 2026 8:01 AM
To: Erika Kromm
Subject: Supporting Your Association: Sometimes the Most Valuable Resource Is Knowing Who to Ask

Police governance boards are expected to oversee increasingly complex organizations and make decisions on issues that can involve legislation, labour relations, finance, human resources, community expectations, privacy, technology, risk, communications and public accountability.

No Board can reasonably be expected to have expertise in all of it.

And it probably shouldn't try.

One of the advantages of belonging to a provincial association is having somewhere to turn when the answer isn't obvious.

Sometimes the most valuable resource isn't knowing the answer. It's knowing who to ask.

Start with PGO

Members contact us with questions every day.

Sometimes the answer is relatively straightforward. We may already have a resource, previous research or experience from another Board that can help.

Sometimes the question requires a little more work.

And sometimes the best thing we can do is recognize that the expertise needed sits somewhere else.

Over time, PGO has developed relationships with people and organizations that understand different parts of the police governance environment. That includes governance practitioners, legal and labour experts, municipal partners, police leaders, administrators, government and regulatory organizations, consultants, trainers and other subject-matter experts.

PGO doesn't need to pretend to be all of those things.

Our job is to understand the governance question and help members find the knowledge, experience or connection that can move it forward.

Sometimes the expert is another Board

There is also a tremendous amount of expertise sitting around Board tables across Ontario.

A Board may be working through something for the first time, while another Board has already spent six months solving it.

An administrator may be developing a process that someone in another community already has in place.

A Chair may be dealing with a governance challenge that another Chair has experienced before.

That's one of the reasons PGO continues to invest in peer-to-peer opportunities, Discussion Groups and Zones.

We don't need every Board reinventing the same wheel.

Sometimes our role is simply to connect the people who should be talking to one another.

Sometimes one question tells us something bigger

This is where individual member questions become particularly valuable.

One Board calls about an issue.

Then another does.

Then we hear about it at a Zone meeting.

At that point, we may no longer be dealing with an isolated question.

We may have identified a governance issue.

PGO can research it, ask other Boards what they are experiencing, bring in expertise, speak with a provincial partner or develop something that helps the broader membership.

A question may become a Governance Insight.

It may become a Discussion Group topic.

It may lead to a survey or benchmarking exercise.

It may identify the need for a new tool, guide or learning session.

And sometimes it becomes something PGO needs to raise at another table.

That is one of the advantages of having a provincial association. We can see patterns that individual Boards may not be able to see on their own.

Access to expertise doesn't always mean the service itself is free

There is an important distinction here.

Your PGO membership gives you access to our support, knowledge, network and connections. It doesn't mean every external professional service a Board may require is included in the cost of membership.

There will be times when a Board needs its own legal opinion, consultant, facilitator or other professional service and should budget accordingly.

What PGO can often help with is understanding the issue, identifying available resources, sharing what we know and, where appropriate, helping you find the expertise you need.

That can save a Board a lot of time spent wondering where to start.

Expertise works both ways

PGO's network isn't something that exists somewhere outside the membership.

You are part of it.

Board members and administrators bring years of experience from governance, municipal government, policing, finance, law, business, human resources, community organizations and countless other fields.

When members share that knowledge, everyone benefits.

That is another way to support your association.

Answer the survey.

Bring the question to the Discussion Group.

Share the approach that worked for your Board.

Tell us when something isn't working.

Raise the issue you're seeing in your community.

Offer your expertise when you have something that could help another Board.

The stronger the exchange of information between members and PGO, the better we become at identifying what Boards need.

And sometimes our job is to take the issue somewhere else

Not every governance problem can be solved with a resource, a conversation or an expert.

Some issues are systemic.

They may involve legislation, provincial policy, policing practices, reporting, funding, regulation or something affecting Boards across Ontario.

That's where another part of PGO's work begins.

Advocacy.

Advocacy is one of PGO's three core pillars, alongside Education and Expertise. Much of that work happens where members don't necessarily see it. There are meetings, working groups, research, briefings, consultations and conversations happening throughout the year. Relationships are being built with organizations whose decisions affect your work. Issues raised by Boards are being carried into discussions that an individual Board may not otherwise have access to.

And advocacy doesn't always mean writing a letter to government.

Sometimes it means making sure the police governance perspective is in the room before a decision is made.

Sometimes it means bringing the right organizations together around a shared problem.

Sometimes it means gathering enough evidence to demonstrate that what looks like one Board's problem is actually happening across the province.

And sometimes it means pushing for change.

Some of the most important work your association does may be work you never see.

In our next message, we'll take you behind the scenes and show you how PGO's three pillars, **Education, Advocacy and Expertise**, are becoming much more than words in a strategic plan.

They are shaping what we build, what we work on and where PGO is going next.

Leading excellence in police governance.

This email was sent on behalf of Police Governance Ontario located at PO Box 43058, London RPO Highland, ON N6J 0A7. To unsubscribe click here. If you have questions or comments concerning this email contact Police Governance Ontario at holly@policegovernanceontario.ca.