

## **PNC OPP DETACHMENT BOARD MEETING**

Monday, May 5, 2025, at 6:00 p.m.  
Powassan Municipal Office, 250 Clark Street, Powassan

### **1. Call to Order**

### **2. Land Acknowledgement**

"We respectfully acknowledge that we are on the traditional territory of the Anishinaabe Peoples, in the Robinson-Huron and Williams Treaties areas. We wish to acknowledge the long history of First Nations and Métis Peoples in Ontario and show respect to the neighbouring Indigenous communities. We offer our gratitude for their care of, and teachings about, our earth and our relations. May we continue to honour these teachings."

### **3. Disclosure of Conflict of Interest and/or Pecuniary Interest and General Nature Thereof**

### **4. Approval of Agenda - Resolution**

### **5. Approval of Past Minutes**

5.1 Approval of the Minutes of March 24, 2025 – Resolution

### **6. Presentation/Delegations**

### **7. Business from Previous Meetings**

7.1 Update on Operating Name of the Board

7.2 Discussion on upcoming OAPSB convention

### **8. New Business**

8.1 Filling of the two provincial appointee seats – Discussion item

### **9. Reports**

### **10. Correspondence**

10.1 Inspector General Memorandum – Municipal Police Service Board Policy on Critical Points

10.2 Inspector General Memorandum and Strategic Plan for Ontario's Inspectorate of Policing

### **11. Closed Session**

### **12. Next Meeting – June 23, 2025**

### **13. Adjournment - Resolution**

## **NORTH BAY OPP DETACHMENT BOARD 3**

### **PNC Police Services Board**

#### **MEETING MINUTES**

Monday, March 24, 2025, at 6:00 p.m.  
Powassan Municipal Office, 250 Clark Street, Powassan

#### **Members Present:**

Councillor Kirkey, Nipissing Municipal Representative  
Councillor Carr, Callander Municipal Representative  
Councillor Wand, Powassan Municipal Representative  
Shawn Mahoney, Nipissing Community Representative  
Keri Tache, Callander Community Representative  
Marta Hughes-Bernard, Powassan Community Representative

#### **Non-Members Present:**

Inspector McMullen, North Bay OPP Representative

#### **Staff:**

Absent with regrets:  
Allison Quinn, Clerk, Municipality of Powassan

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#### **1. Call to Order**

The meeting was called to order at 6:02 p.m.

#### **2. Land Acknowledgement**

**3. Disclosure of Conflict of Interest and/or Pecuniary Interest and General Nature Thereof**  
None.

#### **4. Adoption of the Agenda - Resolution 2025-09**

Moved by: J. Carr

Seconded by: M. Hughes-Bernard

That the agenda of the PNC Detachment Board meeting of March 24, 2025 be approved.

**Carried**

#### **5. Approval of Past Minutes - Resolution 2025-10**

Moved by: S. Kirkey

Seconded by: J. Carr

That the minutes of the PNC Detachment Board meeting of January 27, 2025, be adopted.

**Carried**

#### **6. Presentations/Delegations**

Inspector McMullen provided an update that there has been few occurrences.

- Detachment has been very well staffed
- Our Detachment is the 2<sup>nd</sup> Highest in Traffic Enforcement
- Currently only 11 on the Wanted list
- Effective Pilot Program that is providing follow ups
- Dedicated Staff that is on the lakes/trails

## **7. Business Arising from Previous Minutes**

### **7.1 Electronic Participation in in PNC Board Meetings - Resolution 2025-11**

Moved by: S. Kirkey

Seconded by: J. Carr

That the Electronic Participation in PNC Board Meetings Policy be approved.

**Carried**

### **7.2 Insurance Update – Resolution 2025-12**

Moved by: M. Wand

Seconded by: S. Kirkey

Be It Resolved that the PNC Detachment Board approve the group insurance policy provided by OAPSB for a one-year term in the amount of \$3,888.00 (including taxes).

**Carried**

## **8. New Business**

### **8.1 OAPSB – Operating name of the Board – Resolution 2025-13**

Moved by: M. Wand

Seconded by: S. Kirkey

That the correspondence from the Ontario Association of Police Services Boards regarding the official operating name of the PNC Board, be received.

**Carried**

### **8.2 Bylaw 2025-01 – A Bylaw to amend the operating name of the Board – Resolution 2025-14**

Moved by: M. Hughes-Bernard

Seconded by: J. Carr

That Bylaw 2025-01 Being a Bylaw to amend the name of the North Bay OPP Detachment Board 3 to Powassan Nipissing Callander OPP Detachment Board,

Be READ a FIRST and SECOND time and considered READ a THIRD and FINAL time and adopted as such this 24<sup>th</sup> day of March 2025.

**Carried**

### **8.3 PNC Board shared costs – Resolution 2025-15**

Moved by: M. Wand

Seconded by: S. Kirkey

That the costs for the Powassan Nipissing Callander OPP Detachment Board for the year 2025, be allocated as follows, based on population from the latest Statistics Canada Census:

Nipissing	19%
Callander	44%
Powassan	37%

**Carried**

## **9. Reports**

None.

#### **10. Correspondence**

None.

#### **11. Addendum**

None.

#### **12. Closed Session**

None.

#### **13. Next Meeting**

The next meeting will be held Monday, May 5, 2025 (was originally planned for April 28<sup>th</sup> but due to elections we had to postpone. All were in agreement with the May 5<sup>th</sup> date).

#### **14. Adjournment** – Resolution 2025-16

Moved by: J. Carr

Seconded by: M. Hughes-Bernard

That the PNC Detachment Board meeting of March 24, 2025, be adjourned at 6:35 pm.

**Carried**



**Inspectorate  
of Policing**

Office of the Inspector  
General of Policing

777 Bay St.  
7<sup>th</sup> Floor, Suite 701  
Toronto ON M5G 2C8

**Service d'inspection  
des services policiers**

Bureau de l'inspecteur général  
des services policiers

777, rue Bay  
7<sup>e</sup> étage, bureau 701  
Toronto ON M5G 2C8

## Inspector General of Policing Memorandum and Advisory Bulletin

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

**FROM:** Ryan Teschner, Inspector General of Policing of Ontario

**DATE:** **March 20, 2025**

**SUBJECT:** Inspector General Memo and Advisory Bulletin #3:  
Municipal Police Service Board Policy on Critical Points

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I am writing to share information and advice with you regarding the Toronto Police Service Board's (TPSB) recently approved policy on "critical points," which was first recommended by The Honourable John W. Morden in his 2012 report of the *Independent Civilian Review into Matters Relating to the G20 Summit* (the Morden Report).

### **A. The need for a "critical points" policy to support a police service board's statutory governance role**

The Critical Points Policy, developed in collaboration between the TPSB and Chief Demkiw, responds to Judge Morden's recommendation that there be greater definition and clarity regarding the role of police service boards in providing civilian oversight of the police service during significant events. The need for a policy on critical points has been consistently supported in other reviews and reports examining the role of civilian police governance in the context of significant policing events, including The Honourable Murray Sinclair's report on the *Thunder Bay Police Services Board Investigation* and The Honourable Gloria J. Epstein's report on the *Independent Civilian Review into Missing Person Investigations* (*Missing and Missed*).

The Morden Report discusses the fundamental role of civilian oversight in policing, and describes two essential components of a police board's oversight role, both of which are

supported by a policy that requires information sharing, discussion and reporting over the life cycle of a critical point:

*The Governance Component: this represents the authority and responsibility for the development of policies that become the framework within which decisions will be made and actions will be taken by the police service. This is intended to ensure that the police service fulfills its legislated function with due respect to community norms.*

*The Accountability Component: the process by which actions and activities already carried out by the police service are evaluated to ensure they are consistent with existing policies. This is intended to ensure that decisions which have been taken can be evaluated and addressed in a transparent manner and that lessons learned can be applied to future decisions.<sup>1</sup>*

## **B. Inspector General's advice for municipal police service boards to develop a "critical points" policy**

I am sharing the TPSB's Critical Points Policy as part of my advisory role under section 102(4) of the *Community Safety and Policing Act, 2019* (CSPA), as a response to these consistent and longstanding recommendations, and in recognition of various recent policing events across this province that may reach the critical points threshold. Embedding and then operationalizing a critical points policy is an important step in modernizing the approach municipal police services and boards across Ontario take to their respective roles, and will serve to strengthen Ontario's policing system in a manner that is consistent with the overall modernization the CSPA was intended to achieve. Therefore, **I advise all Ontario municipal police service boards to review the Policy and, in consultation with chiefs of police and other local stakeholders as may be required, to develop and implement your own policy on critical points soon.**

Please note that this advice is intended for municipal police service boards only and is **not** applicable to OPP detachment boards.

A policy will create a **clear definition** for which significant events reach the 'critical point' threshold. A policy will also formally establish a **reciprocal 'information exchange'** for chiefs and boards to provide information to one another that is relevant to their respective roles. As Judge Morden explained: "With this exchange, the Board will be provided with operational information that will inform its policy-making function and the Chief of Police will have an opportunity to provide his or her views on policy options the Board is considering. With this exchange, both policies and operations may be adjusted to address changing circumstances."<sup>2</sup> With this 'information exchange' in place, boards can assess the need to set objectives and priorities for how such events are managed and

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<sup>1</sup> The Honourable J. W. Morden, *Independent Civilian Review into Matters Relating to the G20 Summit* (Toronto, 2012), page 83 (Morden Report).

<sup>2</sup> Morden Report, page 7.

turn their attention to other governance responsibilities that may arise in the context of a critical point. This would include, for example, determining the adequacy of board policies, resources and arrangements with other agencies and orders of government.

I further advise boards to ensure that the implementation of a policy on critical points includes thoughtful review of the TPSB Policy as a starting point, but **expect that factors affecting local policing needs will be considered to develop a policy that is reasonable and relevant for the jurisdiction**. I encourage you to engage your Inspectorate of Policing (IoP) Police Services Advisor for further advisory support as you undertake this work.

When developing your board's own policy on critical points, I have the following additional advice when considering the TPSB Policy:

Reporting on Critical Points, TPSB Policy, section 2, item iv:

A recent revision to CSPA section 19 has transferred authority for requests for temporary policing assistance from boards to chiefs of police. To ensure alignment with the CSPA, in place of item iv in the list of information to be reported by the chief to the chair in the TPSB's current Policy, I recommend the following wording:

"Any plans to involve other organizations, including requests to chiefs of police for temporary assistance pursuant to section 19 of the *Community Safety and Policing Act*."

Chief's Autonomy, TPSB Policy, section 8:

The TPSB Policy reiterates a board's authority to set objectives and priorities and a chief's statutory authority to make and execute the operational plans to achieve them. If the board's objectives are not being met, the chief should be expected to provide information to the board on why and advise on appropriate measures. I urge you to consider the following amendments to the TPSB's Policy, in **bold**:

"If, during the duration of a Critical Point, the Board concludes that, in its view, the **Board's** objectives are not being achieved, the Board will inform the Chief of Police of its conclusion. **The Chief will respond by informing the Board on corrective measures or the operational necessity of deviating from the Board's objectives.** However, the Chief of Police will remain autonomous in determining the appropriate execution of the plans in order to achieve the mission, objectives and priorities."

**C. Engagement of the Ontario Association of Chiefs of Police (OACP) and the Ontario Association of Police Service Boards (OAPSB)**

As part of our ongoing collaboration with the OAPSB and the OACP, the IoP engaged both organizations to understand any additional considerations on developing or

implementing a policy on critical points. Given the significance of this policy in helping embed components of a modern approach to police service boards' governance responsibilities and the operational responsibilities of chiefs of police, we greatly appreciate the support of the OAPSB and OACP on this issue, and their ongoing commitment to advancing initiatives that support Ontario police and police governance leaders in raising the performance bar in police governance and operations.

**D. The IoP will continue to support boards and services in compliance and implementing leading practices**

As the IoP gains further operational experience and insights, and through continued engagement with Ontario's policing sector, I will continue to share information and advice on compliance with the CSPA and leading practices that will enhance civilian police governance and improve the delivery of police services. In addition, the IoP will work to create additional resources and opportunities to support the implementation of my advice across the Ontario policing sector.

I trust this information will be helpful to you. Again, I encourage you to reach out to your IoP Police Services Advisor to discuss this matter further.

All IG Memos and Advisory Bulletins are posted on our website: [www.iopontario.ca](http://www.iopontario.ca).

Sincerely,



*Ryan Teschner*  
**Inspector General of Policing of Ontario**

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

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





# TORONTO POLICE SERVICE BOARD

## CRITICAL POINTS POLICY

<b>DATE APPROVED</b>	January 14, 2025	<b>Minute No:</b> P2025-0114-4.0
<b>DATE(S) AMENDED</b>		
<b>REPORTING REQUIREMENT</b>	As needed	
<b>LEGISLATION</b>	<i>Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1, ss. 37(1)(a) and (f), and 38(1)(a) and (b).</i>	

## GUIDING PRINCIPLES

Information sharing between the Toronto Police Service (Service) and the Toronto Police Service Board (Board) is foundational to the Board's effective execution of its oversight responsibilities. In particular, information sharing is crucial during times of elevated organizational risk, such as when facing large-scale events.

This Policy defines such **Critical Points** and sets out a process to guide the Chief of Police and the Board in identifying them, and ensuring the flow of relevant information from the Service to the Board, so that the Board can most effectively carry out its oversight and governance role, including creating and amending Board policies, setting priorities, asking questions, and providing non-binding advice in relation to operational matters.

The Board acknowledges there are limits to the direction that the Board may give to the Chief of Police, and the importance of respecting those limits. The Board is prohibited by law from directing the Chief of Police with respect to specific investigations, or the conduct of specific operations. Therefore, while the Board may set objectives and priorities for the policing of a Critical Point, the Chief of Police has the authority to determine the methods by which the objective, priority, or outcome will be achieved.

This Policy will not prevent or restrict the Service from exercising its policing powers and authorities, in emergent circumstances, to protect community safety.

## PURPOSE OF POLICY

The purpose of this Policy is to:

- Define the term Critical Point and provide clear and consistent assessment criteria for use in identifying Critical Points as they arise
- Describe the type of information the Board requires from the Chief in order to assess potential Critical Points;

- Describe the information sharing process between the Board and the Service when a Critical Point has been identified/confirmed;
- Strengthen oversight of the Service, consistent with the Board's legislative responsibilities;
- Ensure accountability of the Service to the Board; and
- Ensure that the Chief of Police can discharge their duties according to law.

## **POLICY OF THE BOARD**

It is the Policy of the Board that:

### *Definitions*

1. **Critical Point:** A matter of strategic significance that is time-sensitive and which rapidly elevates the Board's operational, financial, reputational or other enterprise risk, and, therefore, calls for the Board's immediate attention and/or preparedness to take action.

For example:

- a. Large scale operations or events for which advance planning and approval by the Service's Command is required;
- b. Events or operations that are likely to have a material impact on the Service's relationship with, and service to, marginalized and vulnerable communities;
- c. Events or operations that raise significant questions of public policy; or
- d. Credible external or internal complaints, including complaints regarding workplace discrimination or harassment, against individual officers and the Service, and findings by other tribunals related to discrimination, where such complaints or findings raise significant systemic issues.

For clarity, the above examples are not exhaustive.

### *Reporting on Critical Points*

2. The Chief of Police will inform the Chair or their designate of any situation in which the Chief of Police believes a Critical Point has emerged or is likely to emerge and provide the Chair, in writing, with further information regarding the Critical Point, including, as appropriate:
  - i. The general nature of the Critical Point;
  - ii. The elevated risk(s) posed by the Critical Point;
  - iii. Relevant operational and other information necessary for the Board to understand the details of the Critical Point, including an outline of the operational plan, and continuity of service plans;
  - iv. Any plans to involve other organizations, including, in the case of other law enforcement agencies, recommendations to the Board to

- make requests of other boards or the Ontario Provincial Police Commissioner;
  - v. An estimate of the financial impact;
  - vi. Relevant legislation and other legal requirements that may apply including the need for additional authorities; and
  - vii. Any ongoing considerations, including resources needed, or policy impacts.
3. The Chair will share the information provided by the Chief of Police with Board Members, all of which will be held in the strictest of confidence.
  4. The Chair, in consultation with the Board Members, and in accordance with the Board's Procedural Bylaw, will determine whether there is a need to obtain additional information, create or amend Board policies, and/or provide direction to the Chief in accordance with the Board's policies, duties and responsibilities, including setting objectives and priorities, and if so, whether to call a Special Meeting of the Board, or to include the Critical Point as an item on the Agenda of the Board's next regularly scheduled meeting.
  5. The Chief will continue to update the Board, through the Chair, on any significant developments, including once the Chief of Police determines that the Critical Point has concluded. In consultation with the Board Members, the Chair may call a Special Meeting of the Board at any time or include an item on the Agenda of a regularly scheduled Board Meeting, to discuss the Critical Point.

#### *Identification of Critical Points by the Board*

6. When the Chair believes, or is advised by a Board Member(s) that they believe, that a planned or anticipated event may constitute a Critical Point, the Chair shall request the Chief of Police to consider whether, in their view, the event may meet the definition of Critical Point, and either report to the Board in accordance with this Policy, or, alternatively, provide to the Chair reasons that the event in question does not meet the definition of a Critical Point.

#### *Chief's Autonomy*

7. Once the Board has been given the opportunity to set objectives, ask questions, and provide non-binding advice in relation to operational matters, where applicable the Chief will maintain the autonomy to finalize and execute the plans.
8. If, during the duration of a Critical Point, the Board concludes that, in its view, the objectives are not being achieved, the Board will inform the Chief of Police of its conclusion. However, the Chief of Police will remain autonomous in determining the appropriate execution of the plans in order to achieve the mission, objectives and priorities.

### *Training*

9. The Chief will provide training to ensure that all Command and Service Members from the rank of Inspector and above are trained to recognize the circumstances that may lead to a Critical Point, and to inform the Chief of Police and Command when a potential Critical Point is identified; and
10. The Board will ensure that all new Board Members receive training to understand the definition of a Critical Point, and effectively understand their responsibilities with regards to the consideration of Critical Points.

### *Public Reporting*

11. Subject to operational considerations and the advice of the Chief of Police, the Board will publicly disclose, where it is possible to do so without risking the effectiveness of the operation or any other operations, the safety of Service Members or members of the public, or any other operational considerations raised by the Chief:
  - a. The nature of the operational matter related to a Critical Point; and
  - b. Any directions given to the Chief of Police related to a Critical Point.



Inspectorate  
of Policing

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## Inspector General of Policing Memorandum

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

**FROM:** Ryan Teschner, Inspector General of Policing of Ontario

**DATE:** April 1, 2025

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

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

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

Over the next three years:

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

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

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

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

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

Sincerely,

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

*Ryan Teschner*  
**Inspector General of Policing of Ontario**

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

2024–2027

# THE ROAD AHEAD



**A Strategic Plan for  
Ontario's Inspectorate  
of Policing**

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# Land Acknowledgement

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

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

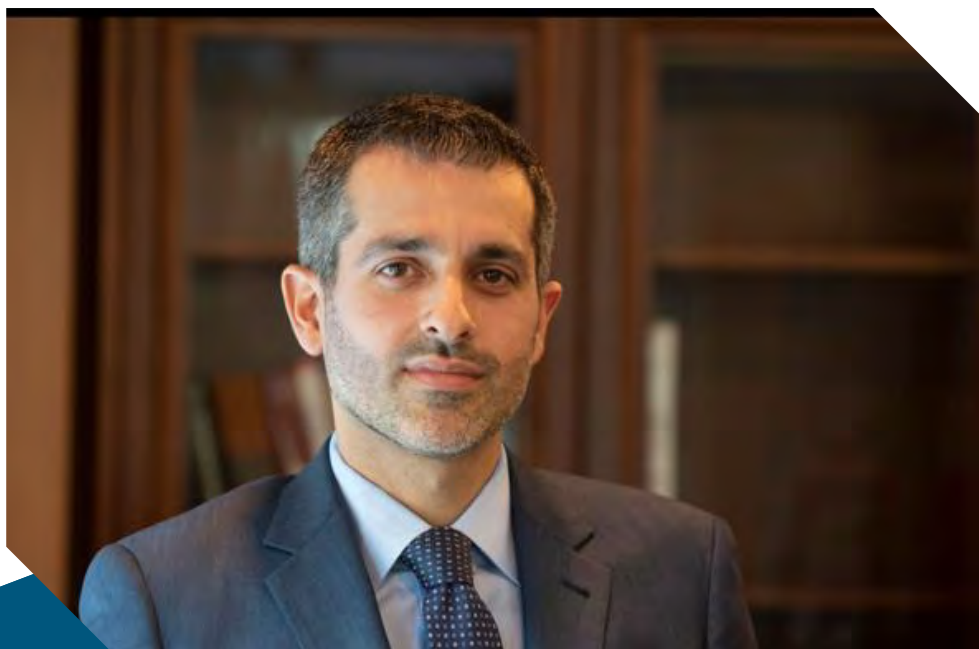
The IoP would also like to acknowledge that its office is located in Toronto and on the traditional territory of many First Nations including the Mississaugas, the Anishinabek Nation, the Chippewas, the Haudenosaunee Confederacy and the Wendat peoples and is now the home to many diverse First Nations,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

# Message from the Inspector General of Policing of Ontario

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

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

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



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



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

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

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

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

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

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

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

**Ryan Teschner**  
*Inspector General of Policing of Ontario*

# Purpose of the Strategic Plan

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

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

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

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

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



# Strategic Objectives

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

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

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**We will serve the public interest**

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



Source: Angelo Matela

## Our Vision

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

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

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

### **The IoP is dedicated to:**

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

# Our Values

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

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

## At the IoP, we believe in:

### Continuous Improvement



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

### Risk-Informed



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

### Independent



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

### Integrity



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

### Fair



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

### Transparent



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

### Collaborative



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

# Ontario's New Inspector General and Inspectorate of Policing

## About Ontario's Inspector General and Inspectorate of Policing

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

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



## The Mandate of the Inspector General

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

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

## Who the Inspector General Oversees

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

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

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



# The Public We Serve

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

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

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

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

# The Operational Independence of the Inspector General

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

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

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

# Who We Are

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

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



# The Structure of the IoP

## The Inspectorate of Policing

### Office of the IG

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

### Investigations, Inspections, and Liaison Branch

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

### Centre for Data Intelligence and Innovation

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



# Strategic Objectives



## Objective 1:

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

### Why is this objective important?

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

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

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

## Objective 1:

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

### We are committed to:

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

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

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

### We will deliver on these commitments by:

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



## Objective 2:

### We will serve the public interest

#### Why is this objective important?

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

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

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

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

## Objective 2:

### We will serve the public interest

#### We are committed to:

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

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

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

#### We will deliver on these commitments by:

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

## Objective 3:

# We will propel greater insights and foresights to address risks

### Why is this objective important?

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

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

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

## Objective 3:

# We will propel greater insights and foresights to address risks

### We are committed to:

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

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

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

### We will deliver on these commitments by:

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

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

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



## Contact Us



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*Improving policing performance  
to make everyone in Ontario safer*

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