

Agenda
Orangeville OPP Detachment Board Regular Meeting

Tuesday, June 17, 2025, 4:00 p.m.

Electronic and In-Person Participation - Orangeville OPP Detachment Board

Town Hall Council Chambers

87 Broadway

Orangeville, Ontario

NOTICE

Members of the public wishing to attend Orangeville OPP Detachment Board meetings will have the option to attend in-person, or by calling +1-289-801-5774 and entering Conference ID:

Accessibility Accommodations

If you require access to information in an alternate format, please contact the Executive Assistant via email at marcher@orangeville.ca.

Pages

- 1. Call to Order**
- 2. Disclosures of (Direct or Indirect) Pecuniary Interest and Preliminary Matters**
- 3. Approval of Agenda**
Recommendations:
Motion that the Board discuss and approve the Agenda for the June 17th, 2025, Orangeville Police Services Board Regular (Public Session) Meeting.
- 4. In-Camera Meeting (Board plus invited guests only)**
Recommendations:
Convene into In-Camera Session.

Motion that at [insert time] the Board convene into the In-Camera Session of this meeting under Part III, Section 35(4) of the Police Services Act.
 - 4.1 Approval of the Agenda**
 - 4.2 Detachment Commander's Performance Evaluation**
 - 4.3 Adoption of Previous In-Camera Meeting Minutes**
 - 4.4 Update On 911 Resolution**

5. Public Session

Recommendations:

Convene into Public Session.

Motion that at [insert time] the Board reconvene into the Public Session of this meeting.

6. Land Acknowledgment

We would like to acknowledge the treaty lands and territory of the Williams Treaty Nations and the Mississaugas of the Credit First Nation. We also recognize that Dufferin County is the traditional territory of the Wendat and the Haudenosaunee, and is home to many Indigenous people today.

7. Presentations

7.1 Presentation by Hazel Mason

Ms. Mason will be presenting to the Board about the changing demographic in Orangeville and talking about the current increase in hate crimes. She is interested in how the community and the police can work together to support newcomers to our community.

Recommendations:

Motion to receive the above presentation.

8. Question Period

9. Report from In-Camera Session

10. Items for Consent (Members advise of any items that need to be pulled for discussion)

10.1 Adoption of Minutes of Previous Meeting

7

Recommendations:

That the minutes of the following meeting are approved: Regular Public Meeting May 20th , 2025

10.2 Claims for Special Remuneration and Expense Reimbursement

16

Board Review and Discussion:

Member McSweeney - \$100.00 for attending Zone 5, May 27th meeting in Guelph & \$132.48 mileage expense.

Member McSweeney - \$1176.76 for attending OAPSB Spring Conference June 3-5, 2025 in London, ON.

Member Maycock - \$100.00 for attending Agenda Planning meeting on May 30th.

EA Archer - \$420.00 - for training on Accessibility & setting up all policies on SharePoint as well as review of disposition on Orangeville Police Records.

10.3	Revised Policy D3(v) Grant Writing	23
	Board Members please review prior to Board Meeting - For Consent.	
11.	Items for Discussion	
11.1	Community Awareness Initiative	27
	Board Review and Discussion:	
	Member Weatherbee to lead discussion. See attached draft Community Outreach Letter and Partner Contact List. Board member input requested on any specific questions we think we should be asking of these community groups?	
	Also, for consideration and discussion, making a recommendation to the town for Town/OPP community outreach events next year.	
11.2	Update on Action Register and Workplan	37
	Board Review and Discussion:	
	As recorded in Item 9.4 of the May 20th Minutes, Member Armstrong will populate the Action Register and Workplan and post on SharePoint for review by the Board at the June 17th Board meeting. Please see attached Action Register.	
	Member Armstrong has asked that Board members provide input on the following:	
	1. Update on any items - if the topic was covered at the board meeting it should be called out that it is being covered and what the topic # is	
	2. Any missing items	
	3. Any new items	
	4. Agreement to close any items	
	Recommendations:	
	Motion to receive the attached Action Plan and discussion.	
11.3	Review of Board Mandate	
	Board Review and Discussion:	
	This item was on the May 20, 2025 agenda but was not discussed and was to be brought forward to the June meeting. Member Weatherbee to lead discussion following her review of the Board governance documents.	

11.4 Board Complaints

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Board Review and Discussion:

Vice-Chair McSweeney to lead discussion and provide a summary explanation of the revisions to attached Policy D3(m) as well as the Board Governance Memo rev. in Item 11.5.

See attached revised track changes draft of our Policy D3(m) with clarifying amendments;

- o attached CSPA s.108 Inspector General Advisory Bulletin 1.5 (August 1, 2024)
- o attached FAQ from the Law Enforcement Complaints Agency on forwarding complaints pursuant to CSPA s.155

11.5 Review of the Board's 2025 Annual Report

52

Board Review and Discussion:

Vice-Chair McSweeney will provide the Board with the 2024 Board Annual Report in track changes with the updated information for 2025 with attachments for Appendix A and Appendix B as well as the revised Governance Framework Memo (see attached).

Recommendations:

Motion that the Board receive the attached documents and discussion and either approve the revisions or align on next steps.

11.6 Point Person for OAPSB Communication

Board Review and Discussion:

Could we have a Board member volunteer to be the OAPSB point person in charge of monitoring the OAPSB website and identify materials relevant to OPP Detachment Board governance, including training and compliance?

Recommendations:

Motion to receive above discussion and next steps.

12. Information Items

12.1 Board Efficiencies Guideline

Board Review and Discussion:

This item was originally brought up as Item 11.26 on the April 22nd agenda. There was a Motion that the Board receive the 11 point guide and the discussion on this matter. The Board will move to a consent agenda and Member Post will prepare a first draft of a bylaw or new Board policy based on the Board Efficiencies Guideline as well as a best practices guideline for review by the members at the next Board meeting. This item will be deferred to the Sept. 24th meeting at which time Member Post will provide an update.

12.2 Zone 5 OAPSB Meeting May 27th, 2025 Update

Vice-Chair McSweeney to provide an update on the above meeting.

12.3 Review Post May 20, 2025, and Pre- June 17, 2025 Meeting Service Standards Per Board Policy D3(j)

215

Chair Taylor to provide an update on the above Service Standards.

12.4 Board Self Evaluation Questionnaire

Vice-Chair McSweeney to provide an update on his development of a Board Self Evaluation Questionnaire.

12.5 Status Update On the Community Safety and Wellbeing Plan (CSWBP)

Chair Taylor will provide a status update on the CSWBP if available.

12.6 Update on the OAPSB Spring Conference - June 3-5, 2025

12.7 Orangeville Detachment Board Budget Process

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For information purposes:

As part of the budget process the Orangeville OPP Board must present its budget to council. This is different than in past years. Chair asked the Integrity Commissioner for advice regarding Mayor Post and Chair Taylor's participation in the council voting on said budget. Attached you will find the integrity commissioner's response. In summary the Chair Taylor and Member Post are able to vote and participate as council members – even though they are also members of the Police Board.

13. Correspondence

13.1 Inspector General Memo # 5

219

Inspector General Memo #5: Release of the Inspector General of Policing's first Spotlight Report, Policing Protests and Major Events: Public Order Maintenance in Ontario. (see attached)

Recommendations:

Motion to receive the attached report.

14. New Business

15. Date of Next Meeting

The next meeting is scheduled for September 16, 2025.

16. Adjournment

Minutes of Orangeville OPP Detachment Board Regular (Public Session) Meeting

May 20, 2025, 4:00 p.m.

**Electronic and In-Person Participation - Orangeville OPP Detachment Board
Town Hall Council Chambers
87 Broadway
Orangeville, Ontario**

Members Present: Chair T. Taylor
Vice-Chair I. McSweeney
Member L. Post
Member W. Maycock
Member G. Armstrong
Member J. Weatherbee

Staff Present: Executive Assistant M. Archer

Staff Absent: Lindsay Raftis

1. Call to Order

The meeting was called to order at 4:00 p.m.

2. Disclosures of (Direct or Indirect) Pecuniary Interest and Preliminary Matters

None

3. Approval of Agenda

Moved by Member Post
Seconded by Member Maycock

Motion that the Board discuss and approve the Agenda for the May 20, 2025, Orangeville Police Services Board Regular (Public Session) Meeting.

Carried

4. In-Camera Meeting (Board plus invited guests only)

Moved by Member Maycock
Seconded by Vice-Chair McSweeney

Convene into In-Camera Session.

Motion that at 4:04 p.m. the Board convene into the In-Camera Session of this meeting under Part III, Section 35(4) of the Police Services Act.

Carried

4.1 Approval of the Agenda

4.2 Speed Camera Discussion

4.3 Detachment Commander's Performance Evaluation

4.4 Orangeville Police Service Records Management and Archival Services Update

4.5 Adoption of Previous In-Camera Meeting Minutes

5. Public Session

Moved by Vice-Chair McSweeney
Seconded by Member Maycock

Convene into Public Session.

Motion that at 5:00 p.m. the Board reconvene into the Public Session of this meeting. (Meeting was paused for 4 min.'s to address a technical issue and recommenced at 5:04 p.m.)

6. Land Acknowledgment

The Chair acknowledged the treaty lands and territory of the Williams Treaty Nations and the Mississaugas of the Credit First Nation. The Chair also recognized that Dufferin County is the traditional territory of the Wendat and the Haudenosaunee and is home to many Indigenous people today.

7. Presentations

7.1 New Town Procedure - Communications Support for Boards Committees and Task Forces

Deputy Clerk, Jordyn Lavecchia-Smith and Communications Manager, Jenn Austin presented a power point presentation on the new Procedure to request Communications Support. (see attached)

Chair Taylor commented on the request for support should be made 8 weeks in advance. Ms. Austin explained that they are managing approximately 106 different town projects and in order to prioritize and give each project effective planning they need sufficient notice thus the 8 week timeline.

Moved by Member Armstrong
Seconded by Member Maycock

Motion that the Board receive the above discussion.

7.2 Orangeville Police Service Records Management and Archival Services Update

Jordyn Lavecchia-Smith advised that on November 19, 2024, the Board received a report highlighting a phased approach for the management of existing OPP Detachment Board records. The phases included authority to remove duplicates and corrupt files, update and complete physical and electronic records index, review board retention by-law, and ongoing management of records.

A review of electronic records that were on the OPS laptop and file servers was conducted and cross referenced against what was transferred to SharePoint. Attachment 1 is a listing of approximately 6,400 records that have been identified as either copies, corrupt files, or records that have met their retention and are ready for disposition.

Town staff will continue to work with the Board Executive Assistant to update and complete a physical and electronic records index of the records that are being archived.

Moved by Vice-Chair McSweeney
Seconded by Member Armstrong

Motion that the report Orangeville Police Service Records Management and Archival Services Update, be received; and that the records, laptop and servers identified in Attachment 1 be approved for destruction.

Carried

7.3 OPP 1st Quarter Report for 2025

Inspector Di Pasquale presented the highlights of the OPP 1st Quarter Report for Orangeville. Some of the highlights outlined were as follows: (for more details please review attached report)

- Assaults are up this year in comparison to the same period last year,
- Theft under \$5,000 (shoplifting) is also up this year so far,
- Mental Health Occurrences are significantly down and this may be attributed to the great work of all the community partners and the MCRT Team.
- Personal Injury collisions are up this year. Traffic Safety is always a priority for the Detachment. They continue to focus on public educations on traffic safety and maintaining high visibility of officers on the roadways. The Collision Reporting Centre at the Dufferin Detachment is well utilized.
- The Detachment had one Traffic initiative during the 1st quarter and that was the Motorized Snowmobile Week, Feb 10-17, 2025. This event was well received by the public.
- During the Festive Ride Season this year, 22 persons were charged with Impaired Driving in Dufferin Detachment Area.
- Dufferin OPP recovered over \$400,000 worth of stolen vehicles in Orangeville.

Member Maycock advised the Inspector that he appreciated the Orangeville specific data provided as well as the Inspector outlining the highlights of the report.

Member Weatherbee asked if the shoplifting increase is concentrated in a specific sector and is there things that local small businesses should be aware of to mitigate these types of losses. Inspector Di Pasquale advised he wasn't aware of a specific sector being targeted and advised that the Community Response Unit engages with local small businesses to improve awareness.

Member Weatherbee also asked if it is a concern that patrol hours have dropped approximately 50% from 2023 to 2024 and 2025. Inspector Di Pasquale advised it is not a concern. It indicates that officers are busy attending Calls for Service and other enforcement initiatives. The Town still receives it's contracted number of policing hours.

Moved by Member Maycock

Seconded by Member Armstrong

Motion that the Orangeville OPP Detachment 1st Quarter Report of 2025 and overview provided by Inspector DiPasquale be received.

Carried

8. Report from In-Camera Session

See Item 4 above.

9. Items for Consent (Members advise of any items that need to be pulled for discussion)

Vice-Chair McSweeney requested Items 9.1 and 9.7 be pulled for discussion.

Member Post requested 9.2, 9.3 and 9.4 be pulled for discussion.

Reports for Items 9.6 and 9.8 were not submitted in time for members to review prior to the meeting and thus those Items will be brought forward to the June Regular Board Meeting.

Item 9.5 is the remaining item on the Consent Agenda.

Moved by Member Maycock

Seconded by Member Armstrong

Motion for approval of the consent agenda as presented specifically Item 9.5, Claims for Special Remuneration and Expense Reimbursement.

Carried

9.1 Ratification of Member Armstrong's Participation at the April 22, 2025 Regular Board Meeting

Vice-Chair McSweeney advised that Member Armstrong has completed all required Board training and thus he recommends the Board ratify Member Armstrong's participation at the April 22, 2025 Regular Board Meeting.

Moved by Member Armstrong

Seconded by Member Maycock

Motion to ratify Member Armstrong's Participation at the April 22, 2025 Regular Board Meeting.

Carried

9.2 Letter from Mayor Post ref. Concern with 911 Response

Member Post advised that herself and Chair Taylor had the privilege to attend the Orillia OPP Communications Centre with Inspector Di Pasquale to address a specific concern of a community member in the way that a 911 call was handled. They had the opportunity to see the Communications Centre and meet staff as well learn about the Next Generation 911 System. The upgraded system will allow for improved communications between callers and 911 dispatchers. Member Post expressed care and empathy for the community members impacted by this incident and as well she expressed gratitude to Inspector Di Pasquale for the opportunity to learn more about the Communications Centre. They will be holding follow-up meetings and Member Post will update the Board.

Chair Taylor also expressed gratitude to Inspector Di Pasquale for taking the time to facilitate this opportunity.

Moved by Member Armstrong
Seconded by Member Post

Motion to receive the update provided by Member Post.

Carried

9.3 Community Awareness Initiative

Member Weatherbee advised she has commenced drafting the next community outreach letter. She will circulate it to the Board for input once completed.

Moved by Member Armstrong
Seconded by Member Post

Motion to receive the update provided by Member Weatherbee.

9.4 Update on Action Register and Workplan

Member Armstrong thanked Board members for providing him with updates for the Action Register. He will populate the Action Register and Workplan and post on SharePoint. The Board will review the posted Action Register and Workplan at its next meeting.

Moved by Member Maycock
Seconded by Vice-Chair McSweeney

Motion to receive the update provided by Member Armstrong.

9.5 Claims for Special Remuneration and Expense Reimbursement

Motion that the Board approve the above and direct Exec. Asst. Archer to submit the attached claims to payroll for payment.

9.6 Board Efficiencies Guideline

This Item was not discussed and will be moved to the June Regular Board Meeting Agenda. Members Maycock and Weatherbee will lead discussion on drafting policy in reference to the guideline.

9.7 Board Complaints

Vice-Chair McSweeney advised that prior to the meeting he circulated via email to the Board members the following documents:

- revised track changes draft of our Policy D3(m) with clarifying amendments;
- attached CSPA s.108 Inspector General Advisory Bulletin 1.5 (August 1, 2024); and
- attached FAQ from the Law Enforcement Complaints Agency on forwarding complaints pursuant to CSPA s.155

Vice-Chair McSweeney provided the Board Members the following summary explanation in relation to addressing complaints received:

- Public complaints relating to general policing (adequacy and effectiveness) and Board/Board member misconduct and CSPA compliance matters are dealt with under Part VII CSPA s.106/s.107 by the Inspector General of Policing.
- Public complaints against police service members (misconduct complaints) are dealt with separately from general policing and Board/Board member complaints by the Complaints Director under CSPA Parts VIII – X

Vice-Chair McSweeney proposed that the Board adopt the recommended revisions to Policy D3(m).

Board members asked that this item be brought forward at the next Board meeting once they have an opportunity to review the documents provided.

Moved by Member Maycock
Seconded by Member Armstrong

Carried

9.8 Review of Board Mandate

This Item was not discussed and will be brought forward to the June Regular Public Board meeting. Member Weatherbee to lead discussion following her review of the Board governance documents.

10. Information Items

Moved by Vice-Chair McSweeney
Seconded by Member J. Weatherbee

Motion to receive Item 10 - Information Items: 10.1, 10.2, 10.3 and 10.4.

Carried

10.1 Detachment Tour

10.2 Website and SharePoint site for sharing documents

10.3 Budget Timelines

10.4 Review Post Apr. 22, 2025, and Pre-May 20, 2025 Meeting Service Standards Per Board Policy D3(j)

11. Adoption of Minutes of Previous Meeting

Moved by Member Armstrong
Seconded by Member Maycock

That the minutes of the following meeting are approved: April 22, 2025.

Carried

12. Correspondence

None.

13. Question Period

No Questions

14. New Business

Board Self-Evaluation Questionnaire

Vice Chair McSweeney advised he would be developing a Board Self-Evaluation Questionnaire. He would also check with Lisa Darling to see if the OAPSB has something appropriate for use. He will prepare a draft for Board input.

Member Armstrong advised he would add this task to the Action Register.

Zone 5 OAPSB Meeting

Vice-Chair McSweeney advised he would be attending the next Zone 5 Committee Meeting on May 27th and report back to the Board.

OAPSB Zone Committee Meeting - May 13, 2025

Vice-Chair McSweeney advised the meeting agenda related to the OAPSB standardizing things for Boards regionally such as bylaws, etc.

15. Date of Next Meeting

The next meeting is scheduled for June 17th, 2025.

16. Adjournment

The meeting was adjourned at 6:04 p.m.

Moved by Member Maycock

Seconded by Member Armstrong

Motion to adjourn the meeting at 6:04 pm.

Carried

Todd Taylor, Chair

Mary Lou Archer, Executive Assistant



ORANGEVILLE OPP DETACHMENT BOARD
APPROVED REMUNERATION/EXPENSES CLAIM FORM

Name of Board Member/Executive Assistant: **Ian McSweeney**

Description of Approved Special Meeting/Assigned Work: **May 27, 2025 – Attend Zone 5 Meeting in Kitchener – IM**

Remuneration Claim

Number of per diem days claimed: **1** day(s)

Total amount of per diems claimed: \$ **100** (\$100 x per diem days)

Expenses Claim (receipts must be attached)

Date and Description of Expense

Date/Description: Mileage – 184 Km return (Hockley to Kitchener) 184 km. x .72/km = \$132.48

Date/Description: _____

Date/Description: _____

Date/Description: _____

Date/Description: _____

Total Claim: \$100.00 + \$132.48 = 232.48

Date Claim Submitted: May 27, 2025

A handwritten signature in black ink, appearing to be "I. McSweeney", written over a horizontal line.

Claimant Signature: _____



ORANGEVILLE OPP DETACHMENT BOARD
APPROVED REMUNERATION/EXPENSES CLAIM FORM

Name of Board Member/Executive Assistant: **Ian McSweeney**

Description of Approved Special Meeting/Assigned Work: **June 3-5, 2025 – Attend OAPSB Spring Conference in London, Ontario – IM**

Remuneration Claim

Number of per diem days claimed: **3 days**

Total amount of per diems claimed: \$ **300** (\$100 x per diem days)

Expenses Claim (receipts must be attached)

Date and Description of Expense

Date/Description: Mileage charge – 430 Km return Hockley to London x \$0.72/Km = \$309.60

Date/Description: Hotel charge – June 3/25 - \$449.61-\$94.85 = \$354.76

Date/Description: Hotel charge – June 4/25 - \$264.75-\$52.35 = \$212.40

Date/Description: _____

Date/Description: _____

Total Claim: \$300 + \$309.60 + \$354.76 + \$212.40 = \$1176.76

Date Claim Submitted: June 5, 2025

A handwritten signature in black ink, appearing to be "I. McSweeney", written over a horizontal line.

Claimant Signature: _____



Ian Mcsweeney
7 Zina Street
Orangeville ON L9W 1E2
CA

Room Number: 145
Arrival Date: 06-03-25
Departure Date: 06-04-25
Room Rate: 299
Conf. Number: 58316283
CRS Number: 653024069
Page No: 1 of 1

INFORMATION INVOICE

Folio No:

HST Number: 792150302RT0001

06-04-25

Date	Description		Charges	Credits
06-03-25	Shelly's Tap and Grill	Room# 145 : CHECK# 0649	94.85	
06-03-25	Room Rental		299.00	
06-03-25	MAT- 5%		14.95	
06-03-25	HST - 13%		40.81	
06-04-25	American Express	XXXXXXXXXXXX3007 XX/XX		449.61
<i>HST Tax</i>		<i>40.81</i>	449.61	449.61
Total			449.61	449.61
Balance			0.00	

Cashier: 43

Signature: _____

Lamplighter Inn & Conference Center
591 Wellington Road South
London, Ontario, Canada
N6C 4R3



Ian Mcsweeney
7 Zina Street
Orangeville ON L9W 1E2
CA

Company: OAPSB Spring Conference & AGM
Travel Agent: PBM
Group Code: 2506OAPSB

INVOICE

Folio No: 640971

Room Number: 145
Arrival Date: 06-04-25
Departure Date: 06-05-25
Room Rate: 179
Conf. Number: 58262519
CRS Number: 492817129
Page No: 1 of 1

HST Number: 792150302RT0001

06-05-25

Date	Description		Charges	Credits
06-04-25	Shelly's Tap and Grill	Room# 145 : CHECK# 0746	52.35	
06-04-25	Room Rental		179.00	
06-04-25	MAT- 5%		8.95	
06-04-25	HST - 13%		24.43	
06-05-25	American Express	XXXXXXXXXXXX3007 XX/XX		264.73
HST Tax		24.43	Total	264.73
			Balance	0.00

Cashier: 39

Signature: _____

Lamplighter Inn & Conference Center
591 Wellington Road South
London, Ontario, Canada
N6C 4R3



ORANGEVILLE OPP DETACHMENT BOARD
APPROVED REMUNERATION/EXPENSES CLAIM FORM

Name of Board Member/Executive Assistant: Warren Maycock

Description of Approved Special Meeting/Assigned Work:

Remuneration Claim

Number of per diem days claimed: 1 day(s)

Total amount of per diems claimed: \$100 (\$100 x per diem days)

Expenses Claim (receipts must be attached)

Date and Description of Expense

Date/Description: May 30 Pre-Agenda Meeting

Date/Description: _____

Date/Description: _____

Date/Description: _____

Date/Description: _____

Total Claim: \$100

Date Claim Submitted: May 30

Claimant Signature: Warren Maycock



ORANGEVILLE OPP DETACHMENT BOARD

SPECIAL PROJECT REMUNERATION/EXPENSE TIMESHEET

Claimant Name: Mary Lou Archer

Special Project Name: Policies, Website & Grants

Special Project Budget:

Special Project Hourly Rate: Executive Assistant (\$70/hr.); Member (\$/hr. - TBD)

Remuneration

Date of Work Performed	Description of Work Performed	Total Hours	Remuneration Amount
May 15, 2025	Attend training session with Jacqueline Moore on reviewing Gov. Package for accessibility so it can be uploaded to website & commence reviewing & revising all policies	2	\$140.00
May 16, 2025	F.O. on request from OPP for all grant reports/applications for past 3 years	2.5	\$175.00
May 16, 2025	Review & convert Board Policies to accessible doc.'s	1	\$70.00
May. 30, 2025	Meet with Jordyn Lavecchia-Smith re Disposition of Board Records on SharePoint.	.5	\$35.00

Total Hours Submitted: 6.0

Total Remuneration Submitted: \$420.00

Expenses Claim (receipts must be attached)

Date and Description of Expense

Date/Description: _____

Date/Description: _____

Total Expenses Submitted: \$490.00

Claimant Signature _____ Date: _____

Board Chair Signature _____ Date: _____



Orangeville OPP Detachment Board Policy

Grant Writing for Community Safety Programs

Policy No: D3(v)

Effective Date: November 21, 2023

~~First~~**Current** Revision Date: April 1, 2024

Current Revision Date: June 17, 2025

Rescinds all other Policies and Procedures relating to this subject.

Whenever reference is made to "Detachment Commander" ("DC"), the term is intended to include the Ontario Provincial Police ("OPP") more generally to the extent the actual responsibility/authority relating to the establishment of policies, procedures and processes lies at more senior levels within OPP management or as otherwise may be required under the *Community Safety and Policing Act, 2019* and regulations (collectively the "CSPA").

1. Policy Statement

- 1.1. The Ministry provides grants, primarily to police services, in collaboration with community partners, in support of local and provincial community safety priorities.
- 1.2. The Board will collaborate with the Dufferin County OPP and local community partners to apply for grants that align with local community safety priorities.

2. Statutory Authority or References

- 2.1. None

3. Purpose

The Policy is intended to provide guidance to Board staff and members to ensure the efficient application process for appropriate grants and required follow-up reports and to establish, record and maintain the Board's institutional experience and process in relation to grant writing.

4. Scope

- 4.1. This Policy will apply to the Executive Assistant and all Board members involved in the application and approval of grants for the Board.

5. Definitions

- 5.1. As defined herein.

6. Policy Guidelines

- 6.1. The Board will rely on the Ministry and/or notification from the OPP of grant opportunities. A consultative assessment should occur with the OPP and any other interested community stakeholders to determine if the grant opportunity aligns with current community needs and strategic direction.
- 6.2. The Executive Assistant will consult with the Board, the OPP, the Town of Orangeville (see paragraph 6.4 below) and appropriate community stakeholders to define performance measures, workplan and the financial budget for each grant application and will submit the grant by the required deadline. Approval from the Town Treasurer is required in advance of any grant application.
- 6.3. Prior to submission the DC or designate must approve the grant submission by way of a confirming email to the Executive Assistant.
- 6.4. The Executive Assistant will confer with the Town of Orangeville Finance Dept. to review the grant application particularly in relation to the provincial transfer payment ("TPON") requirements.
- 6.5. The Board Chair will sign each grant application prior to submission.
- 6.6. Each grant application will be submitted as per Ministry instructions either through the TPON portal or directly emailed to the Ministry representative.
- 6.7. If the grant application is successful, the Board will receive notification from the Ministry as well as a Transfer Payment Agreement ("TPA").
- 6.8. The TPA must be reviewed and approved by the Town of Orangeville Treasurer or designate, signed by the Board Chair [and Treasurer](#) and submitted to the Ministry. Grant funds will be deposited as per the TPA. As required, a Certificate of Insurance must be submitted with the TPA. The Certificate of Insurance generally needs to include the following:
- (a) the name of the Board is included under "insured";
 - (b) the name of the grant (e.g., Community Safety and Policing (CSP) Grant); and
 - (c) coverage for \$5 million.
- 6.9. Each grant will have a different application date and grant cycle. (e.g., the [past](#) CSP grant [has](#) a three year. grant cycle and the Mobil Crisis Response Team Enhancement grant [is had](#) a 1 yr. grant). All grants have different reporting periods. Most grants have an interim report due mid-year of the grant and a final report due at the end of each grant year.

6.10. The Executive Assistant will work with the OPP and the community stakeholders to submit all required reporting as outlined in the TPA by the required deadlines.¹ The reporting varies on each grant, but most grants require the following annually:

- (a) an Interim Financial Report;
- (b) an Interim Activities Report;
- (c) an Interim Performance Measures Report;
- (d) a Final Financial Report;
- (e) a Final Activities Report; and
- (f) a Final Performance Measures Report.

6.11. An authorized signing officer for the Recipient (generally the Board Chair), will verify the accuracy of and sign all reports.

6.12. In the past three years the Board has submitted applications for, and received, the following grants:

- ~~(a)~~ **Community Safety and Policing (CSP) Grant** provides police services with the necessary tools and resources to enable deployment of front-line officers where and when they are needed most, as well as support police services as they implement

Commented [MA1]: I recommend that we just name the grants and their description and remove the documents as we won't be linking to them on our website.

¹~~Ideally the OPP should write the applications and do all the reporting with the application submission made by the Board Exec. Asst through the Municipal TPON. For this to happen the OPP needs to develop and maintain sufficient internal expertise in grant writing.~~

public safety and community policing initiatives that focus on local or provincial priorities. [See linked:](#)²

- (b) **The Mobile Crisis Response Team (MCRT) Enhancement Grant** offers funding to police services to increase mental health and addiction workers on their teams. This grant supports the on-going need for additional mental health assistance on calls involving individuals experiencing a mental health or addiction crisis, as well as to better leverage local mental health expertise. See linked:
• [2023 – 2024 MCRT Enhancement Grant Application](#)
- (c) **Victim Support Grant (VSG) Program** provides funding to build resources and address the needs of victims and survivors of intimate partner violence or human trafficking. The grant enables police services, in collaboration with community-based agencies, organizations or Indigenous communities, to develop new or enhance existing community initiatives. See linked:
• [2021 – 2023 VSG Grant Application](#)
- (d) **Reduce Impaired Driving Everywhere (RIDE) Grant** provides funding to enhance regular RIDE spot-check activities carried out by local police services. See linked:
• [2022 – 2024 RIDE Grant Application](#)

7. Review and Revision History

Revision Date	Description of Changes
April 1, 2024	Updated to reflect new CSPA
June 17, 2025	Updated to reflect current process

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Approved and ratified by the Board effective ~~June~~April 17, 2025⁴.


Todd Taylor

Todd Taylor – Chair



Ian McSweeney – Vice-Chair



ORANGEVILLE OPP DETACHMENT BOARD

c/o Town of Orangeville – 87 Broadway, Orangeville L9W 1K1 Telephone:
(519) 941-5650 Fax: (519) 940-8275

(Date)

Dear Community Partner,

We are excited today to contact you regarding our community's police service, the Dufferin Detachment of the Ontario Provincial Police (OPP) and its oversight body for the Town of Orangeville, the Orangeville OPP Detachment Board.

We are reaching out to introduce ourselves and let you know that if you have any questions or community concerns, which you believe the OPP Dufferin Detachment should be aware of your organization is welcome to bring a presentation (either in person or virtually) at an upcoming Orangeville OPP Detachment Board meeting. The insights gained from this community outreach will help us partner with the OPP Dufferin Detachment on their annual strategic and action planning.

We believe that open communication and collaboration with community partners is key to providing effective police services, oversight, and public transparency. We are committed to working with you to make Dufferin County a safe place to visit, live, work, and raise a family.

Our Board is made up of community members who provide oversight and guidance to the detachment in accordance with the *Police Services Act*. We are committed to ensuring that the police service meets the needs of the community while promoting transparency and accountability. For more information about Board members, responsibilities and activities please visit our website at: <https://www.orangeville.ca/en/town-hall/orangeville-opp-detachment-board.aspx>

There are a few important contacts within the Board and OPP Dufferin Detachment that we want to ensure you are aware of, should you need to reach out.

- We are pleased to introduce you to our Community Liaison Officer, Constable Andrew Fines.
 - Andrew is responsible for liaising with community groups and organizations, and for helping to facilitate communication between police services and the public. He is dedicated to building relationships with community members and is always available to answer questions or to address concerns.

- Constable Fines is also responsible for coordinating between the community and our amazing police services Auxiliary Unit, who are available to support community events and initiatives. Our Auxiliary Unit is comprised of dedicated community members who volunteer their time to assist with security and safety for community activities.
- We would also like to introduce you to Dufferin's Detachment Commander, Inspector Mike Di Pasquale.
 - Mike is assisted in his Dufferin County duties by Staff Sergeants John Buligan and Corrie Trewartha.
 - The Command Team at Dufferin Detachment are committed to ensuring that the detachment operates efficiently and effectively, and to building positive relationships that encourage open dialogue with community partners.

Our Board and OPP Dufferin Detachment are committed to working with the community to promote safety and security for all residents of Orangeville and Dufferin County and our visitors. We believe that effective policing requires strong partnerships with community organizations, local businesses, and individual community members, and we are committed to building and maintaining these relationships.

If you are interested in making a presentation (either in person or via Teams), please contact the Board Executive Assistant Mary Lou Archer at marcher@orangeville.ca.

If you have any questions, please do not hesitate to contact us. We look forward to working with you.

Sincerely,

The Orangeville Police Services Board

Chair,	Todd Taylor	ttaylor@orangeville.ca
Vice-Chair,	Ian McSweeney	imcsweeney@orangeville.ca
Member,	Grant Armstrong	garmstrong@orangeville.ca
Member,	Warren Maycock	wmaycock@orangeville.ca
Member,	Lisa Post	lpost@orangeville.ca
Member,	Jacquelin Weatherbee	jweatherbee@orangeville.ca
Exec. Asst.,	Mary Lou Archer	marcher@orangeville.ca

Dufferin OPP

Commander, Dufferin Detachment	
Insp. Mike Di Pasquale	Michael.dipasquale@opp.ca
Community Liaison Officer, Dufferin Detachment	
Andrew Fines	andrew.fines@opp.ca

Community Partners Contact List

Company Name	Contact Name	Contact Title	Phone Number	Email Address
Active Lives Dufferin			519-306-0077	info@Activelivescanada.com
Alzheimer's Society of Dufferin County	Carmelina Cicuto	Executive Director	519-941-1221	info@alzheimerdufferin.org
Avalon Care Centre	Jack Jarlette	President	519-941-5161	info@jarlette.com
Avalon Retirement Centre	see above		519-941-3351	
Behavioural Supports Ontario	Lina Bavaro	Manager	905-773-2362	lina.bavaro@mackenziehealth.ca
Bethsaida Retirement Home			519-941-7115	bethsaida1@rogers.com
Big Brothers Big Sisters	Nancy Stallmach	Executive Director	519-941-6431	nancy.stallmach@bigbrothersbigsisters.ca
Branching Out Support Services	Kim Van Ryn		1-226-259-9521	info@branchingoutsupportservices.ca
Brave Canoe				
Cassie's Place	Victoria Street	Program Co-Ordinator	1-647-220-4232	cassiesplace1990@gmail.com
Caledon Dufferin Victim Services	Dorothy Davis	Executive Director	905-951-3838	dd@cdvs.ca
Canadian Mental Health Association	Tim Smith	Manager, Dufferin Bolton Caledon Care Collaborative	519-941-0465	smitht@chmapeel.ca
Caregivers in the Hills	Heidi Vanderhorst			h.vanderhorst@DAFHT.ca
Catholic Family Services Peel Dufferin	Sharon Mayne-Devine	Executive Director	905-450-1608 ext. 115	info@cfspd.com

Company Name	Contact Name	Contact Title	Phone Number	Email Address
Celebrate Your Awesome	Jim Waddington or Lisa Post			celebrateyourawesome@outlook.com
Central West Health Line	Yolanda Vaz or Maria Giergont		905-796-0040 ext 7888	cwiandr@hccontario.ca
Choices Youth Shelter	Erin Goodyear – Shelter Director	Shelter Director	519-940-5687	info@choicesyouthshelter.info
Community Care Access Centre (CCAC)			1-888-733-1177	cw.communications@hccontario.ca
Community Living Dufferin	Diane Kite	Executive Director	519-941-8971	info@communitylivingdufferin.ca
DuCK – Local Children’s Planning Table				duck.communications@gmail.com
Dufferin Child and Family Services	Jennifer Moore	Executive Director	519-941-1530, ext. 260	jennifer.moore@dcafs.on.ca
Dufferin County Canadian Black Association (DCCBA)	Alethia O’Hara-Stephenson	President	647 210 1939	info@dufferincountycba.org
Dufferin County Community Support Services	Debbie Egerton	Housing Program Manager	519.925.5452	dccss@dufferincounty.ca
Dufferin County Cultural Resource Circle (DCCRC)	Tiffany Amber Smith		(519) 216-8909	dccrcboard@gmail.com
Dufferin County Paramedic Services	Tom Reid	Chief	519-941-9608 ext. 6001	treid@dufferincounty.ca
Dufferin Oaks Long Term Care Centre	Brenda Wagner	Administrator	519-925-2140, 5233	bwagner@dufferincounty.ca
Dufferin OPP	Inspector Michael Di Pasquale	Detachment Commander/Inspector	519-942-1711	michael.dipasquale@opp.ca

Company Name	Contact Name	Contact Title	Phone Number	Email Address
Dufferin Parent Support Network				info@dpsn.ca
Dufferin Peel Catholic District School Board	Cindy Child			cindy.child@dpcdsb.org
Family Transition Place	Norah Kennedy	Executive Director	519-942-4122 ext 255	norah@familytransitionplace.ca
Headwaters Health Care Centre	Kim Delahunt	CEO		kdelahunt@headwatershealth.ca
John Howard Society – Peel Halton Dufferin				brampton@johnhowardphd.ca
Kerry's Place Autism Services (Central Region)	Kelly West	V.P. Community Services	1-833-775-3779	info@kerrysplace.org
LGBTQ Youth Group				
Lighthouse	Matt McLean	Pastor		pastormatt@theuptownchurch.ca
Lion's Club Orangeville	Don Sinclair	President		info@orangevillelions.org
Lord Dufferin Centre Retirement Residence	Dave Holwell			dkholwell@lorddufferincentre.ca
Optimist Club	Tina Clare	President Elect	1-416-804-6831	cjclare0107@gmail.com
Rotary Club of Orangeville				rotarycluboforangeville@gmail.com
Services and Housing in the Province (SHIP)				info@shipshey.ca
Teamworks Dufferin	Antje van Dipten	Director		zacharyscamp@activelivescanada.ca
Telecheck – Dufferin County	Jennifer McCallum	Executive Director		jmccallum@headwatershealth.ca
Trillium Foundation			1-800-263-2887	otf@otf.ca

Company Name	Contact Name	Contact Title	Phone Number	Email Address
United Way, Guelph, Wellington, Dufferin	Glenna Banda	Executive Director	519-821-0571 ext. 123	info@unitedwayguelph.com
Upper Grand District School Board	Ralf Mesenbrink	Chair	519-822-4420 ext.575	ralf.mesenbrink@ugdsb.on.ca
Wellington Dufferin Guelph Public Health Unit				info@wdgpublichealth.ca.
David Vahey; Vivian Petho	David and Vivian			dvahey@hotmail.com
				vivian.petho@outlook.com

Notes

Notes
Additional support from Jennifer Hamilton – jhamilton@headwatershealth.ca
brampton@johnhowardphd.ca
Is this reffering to GLOW which offered through DCAFS – If so, Stevie Forbes–Roberts (they/them) is the contact for GLOW

Notes

Action	Key Deliverables	Council Lead	Subject Matter Experts
Sharepoint	Update all material to old PSB Sharepoint	M Archer	
Draft Council Report	Completion of Draft report to council, including presentation	I McSweeney	Board
Complaints Policy	Updated policy for board review	I McSweeney	
Board Self-Evaluation	Creation of a Board Self-Evaluation process to incorporate feedback and opportunities for improvement	I McSweeney	

Detachment Board Work Plan
ion Items

Initial Due Date	Revised Due Date	Status	Comments/Updates
Jun 30, 2025		In Progress	
30-Jun-25		In Progress	
30-Jun-25		In Progress	Presentation to Board June 18, 2025
1-Oct-25			

Action	Key Deliverables	Council Lead	Subject Matter Experts
CSP Grant 2025-2026	Completion of Grant Requests	M. Archer	
YE Grant	Completion of Grant Requests	M. Archer	
YE Report MCRT	Completion of MCRT	M. Archer	
OPP Review of Grants	Review all grants with OPP	M. Archer	

Detachment Board Work Plan

Action Items

(List for 12 months from Close Date)

Initial Due Date	Revised Due Date	Close Date	Status	Comments/Updates
Apr 30, 2025		Apr 30, 2025	Closed	
30-Apr-25		30-Apr-25	Closed	
8-May-25		8-May-25	Closed	
16-May-25		16-May-25		



Orangeville OPP Detachment Board Policy

CSPA Complaints Procedures

Policy No: D3(m)

Effective Date: April 1, 2024

Current Revision Date: June 17, 2025

Rescinds all other Policies and Procedures relating to this subject.

Whenever reference is made to "Detachment Commander" ("DC"), the term is intended to include the Ontario Provincial Police ("OPP") more generally to the extent the actual responsibility/authority relating to the establishment of policies, procedures and processes lies at more senior levels within OPP management or as otherwise may be required under the *Community Safety and Policing Act, 2019* and regulations (collectively the "CSPA").

1. Policy Statement

NOTE: Public Complaints relating to against police service members are dealt with separately (from general policing (adequacy and effectiveness), and Board/Board member related misconduct and CSPA compliance matters are dealt with under Part VII CSPA s.106/s.107-complaints) by the Inspector General of Policing (see below), the Complaints Director under CSPA Parts VIII – X (see below).

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NOTE: Public complaints against police service members (misconduct complaints) are dealt with separately from general policing and Board/Board member complaints by the Complaints Director under CSPA Parts VIII – X (see below).

NOTE: The right to report police service member misconduct (disclosure by a police service member of misconduct by another member) is dealt with under Part XI of the CSPA and is beyond the scope of this policy.

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- 1.1. The Board desires to summarize the CSPA complaints provisions in this policy.

2. Statutory Authority or References

- 2.1. See below

3. Purpose

- 3.1. To establish a policy summarizing the CSPA complaints provisions and to establish procedures with respect to the Board's receipt of information on public complaints and the disposition of complaints under CSPA Parts VII-X.

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4. Scope

- 4.1. This Policy will apply to Board Members and the Executive Assistant in the conduct of their duties.

5. Definitions

5.1. As defined herein.

6. Policy Guidelines

A. Complaints to Inspector General (Part VII)

Part VII CSPA complaints (complaints under CSPA s.106 and s.107 and disclosures of misconduct under CSPA s.185) are handled by the Inspector General of Policing¹.

6.1.

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Section 106 Complaints ~~About the Board Member~~ Misconduct

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- 6.2. Ss.106 (1) provides that any person, other than a prescribed person, who believes that a member of an OPP detachment board, has committed misconduct may make a complaint to the Inspector General in accordance with the regulations, if any.
- 6.3. Under ss. 106(2) the Inspector General may refuse to investigate such complaint made (or a complaint from the Complaints Director below) if the Inspector General is of the opinion that the complaint is frivolous, vexatious or made in bad faith or that dealing with the complaint is not, in the circumstances, in the public interest according to criteria set out in ss.106(3) and shall so inform the complainant.²
- 6.4. However, if there appear to be grounds to believe that the member has committed misconduct, under ss.106(5) the Inspector General must investigate the matter, inform the complainant about the investigation and keep the complainant apprised of the steps taken to resolve the complaint.
- 6.5. Under ss.106(6) if there do not appear to be grounds to continue an investigation, the Inspector General must inform the complainant and take no further action.
- 6.6. The Inspector General may charge the costs of an investigation to the detachment board.

Section 107 Complaints ~~About the Adequacy and Effectiveness of Policing and Board~~ CSPA Compliance (other than s.106 ~~Board~~ member misconduct)

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6.7. Where Inspector General Receives Complaint

- (a) Under ss.107(1) any person, other than a prescribed person, may make a complaint to the Inspector General in accordance with the regulations, if any, regarding:
- (i) the adequacy and effectiveness of policing provided under the CSPA or regulations;
 - (ii) a failure of an OPP detachment board to comply with the CSPA or regulations, other than misconduct, including a systemic failure; or
 - (iii) the policies of an OPP detachment board or the Minister.
- (b) Under ss.107(2)-(5) there are similar provisions as those in ss.106(2)-(5).
- (c) Under ss.107(6) if the complaint does not relate to the matters referred to in clause (a)(i) or (ii) above, or if there do not appear to be grounds to investigate those matters, and if the complaint relates to the policies or procedures referred to in clause (a)(iii) above, the Inspector General must, forward the complaint to the Minister and to the Board if the complaint relates to the Board's procedures and so inform the complainant.

6.8. Where Board Receives Complaint Directly

- (a) Ss.107(7) provides that where the Board, as an OPP detachment board, directly receives a complaint under ss.107(6) the Board must review the complaint as it relates to its policies or procedures, report back to the Inspector General within the prescribed time and to the Minister about any steps taken in response to the complaint.

6.9. Complaints Relating to Minister's Policies or Commissioner Procedures

¹ Replacing the Ontario Civilian Police Commission (OCPC) subject to transition provisions of CSPA s.216

² Is there a requirement that the Board or Board member be immediately notified when the complaint is made?

- (a) Under ss.107(8) the Minister must review any complaint regarding the Minister's policies or the procedures established by the Commissioner and report back to the Inspector General within the time specified by the Inspector General, if any, about any steps taken in response to the complaint.
- (b) The Minister must also review any complaint received under (f)(iii) above for the purpose of considering whether changes are required regarding training or the requirements established under the CSPA or the regulations.
- (c) As under ss.107(10) if there do not appear to be grounds to investigate the matter, or to investigate it further, and the complaint does not relate to the policies or procedures referred to in clause (f)(iii)), the Inspector General must inform the complainant and take no further action.

Forwarding s.106/107 Complaints

- 6.10. Under s.108 if a person who may make a complaint under s.106 or s.107 to the Inspector General instead makes the complaint to any of the Minister, the Complaints Director, an OPP detachment board or board member ~~(note paragraph (f) above)~~ or any other listed or prescribed person or entity, the recipient must forward the complaint to the Inspector General, inform the person who made the complaint that the complaint has been forwarded, and provide the complainant with information about the role of the Inspector General. See attached Inspector General Advisory Bulletin 1.5 (August 1, 2024).
- 6.11. The complaint of a person that is forwarded to the Inspector General under s.108 is deemed for the purposes of the CSPA to have been made by the person directly to the Inspector General.

Complaints by Minister

- 6.12. For greater certainty, under s.109 the Minister may make a complaint under s.106 or s.107.
- 6.13. If the Minister makes a complaint under section 106 or 107, the Inspector General may decline to act on it and shall provide the Minister with written reasons for that decision.

Impact of Investigation on Board Member

- 6.14. Under s.122 the Inspector General may direct a member of an OPP detachment board to decline to exercise their powers or perform their duties as a member of the board from the period that begins at the outset of an investigation into the member's conduct under Part VII and ends on the earlier of:
 - (a) the day the member receives notice from the Inspector General that no further action will be taken in respect of the investigation; and
 - (b) the day the Inspector General exercises a power (makes a decision) under s.124 as a result of the investigation.

If Not Enough Members

- 6.15. If the application of paragraph 6.14 above results in the Board not having enough members able to exercise their powers or perform their duties in order to constitute a quorum, the Inspector General may appoint the number of persons necessary to constitute a quorum, who shall act in the place of the members who are unable to exercise their powers or perform their duties.
- 6.16. The Inspector General shall specify in any appointment made under paragraph 6.15 that the appointee may only exercise such powers or perform such duties as are necessary for the effective operation of the Board during the investigation and, for such purpose, may:
 - (a) specify the powers or duties the appointee may or may not exercise or perform; and
 - (b) cancel an appointment made under paragraph 6.15 as soon as the period described in paragraph 6.14 ends.

Results of Inspection

- ~~6.17.~~ s.123-129 set out the orders the Inspector General can make with respect to investigated complaints, including dismissal, sanctions and prosecution.

6.17.

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B. Law Enforcement Complaints Agency and Public Complaints (Parts VIII-X) – Police Service Member Misconduct

6.18-6.19. CSPA Part VIII establishes the Law Enforcement Complaints Agency³ headed by the Complaints Director appointed under CSPA s.131 to deal with public complaints made to the Complaints Director against police service members under CSPA Part X and to implement programs and services to assist members of the public in making such complaints. Before commencing any complaint review/investigation the Complaints Director must notify the Inspector General. The Complaints Director must publish an annual report posted on the internet.

Public Complaints about Police Service Members to Complaints Director⁴

6.19-6.20. CSPA Part VIII establishes the Law Enforcement Complaints Agency⁵ headed by the Complaints Director appointed under CSPA s.131 to deal with public complaints made to the Complaints Director against police service members under CSPA Part X (see paragraph 6.20 below) and to implement programs and services to assist members of the public in making such complaints. Before commencing any complaint review/investigation the Complaints Director must notify the Inspector General. The Complaints Director must publish an annual report posted on the internet.

6.21. CSPA Part X s.154 deals with public complaints made to the Complaints Director against police service members identified under CSPA Part X s.152 (police officers, special constables employed by the Niagara Parks Commission and peace officers in the Legislative Protective Service).

6.20. Forwarding Part X Complaints

6.22. Under CSPA s.155, if, rather than making the s.154 complaint to the Complaints Director, a complaint is received directly by the Board, the Commissioner or police service member, the complaint must be forwarded to the Complaints Director. Under CSPA s.174 the Complaints Director must notify the Inspector General of any matter referred to under CSPA ss.106(1) or ss.107(1) that is raised in a complaint or during an investigation under Part X. See attached FAQ from the Law Enforcement Complaints Agency on forwarding complaints pursuant to CSPA s.155.

C. Board Role in Complaints Process

6.24. General

6.22-6.23. As an OPP detachment board, the Board is not the main adjudicator of any of these complaints, although it may become involved in the investigations by the Inspector General or Complaints Director and may be asked to review a CSPA s.107(6) complaint under PSA s.107(7) if the complaint is received directly. While the Board can make complaints to the Inspector General under Part VII, it cannot make complaints to the Complaints Director under Part X relating to its own police service.

6.24. The Board is not normally involved directly in Part X complaints other than forwarding such complaints to the Complaints Director under CSPA s.155 if the Board receives the complaint directly.

Complaints Forwarding Procedure

6.25. If the Board or a Board member receives a complaint under CSPA Part VII or X the following procedure shall be followed to comply with CSPA s.108 and s.155:
(a) the complaint shall be forwarded to the Board Chair and Vice-Chair;

³ Formerly known as the Ontario Independent Police Review Director (OIPRD) subject to transition provisions of CSPA s.216

⁴ NOTE: Public Complaints against police service members are dealt with separately (from CSPA s.106/s.107 complaints) by the Complaints Director under CSPA Parts VIII – X.

⁵ Formerly known as the Ontario Independent Police Review Director (OIPRD) subject to transition provisions of CSPA s.216

- (b) the Chair/Vice-Chair shall verify that the complainant meets the minimum Ministry/CSPA threshold requirements;
- (c) if the minimum Ministry/CSPA threshold requirements are not met (see above and for s.108 see attached Inspector General Advisory Bulletin 1.5 (August 1, 2024) and for s.155 see attached FAQ from the Law Enforcement Complaints Agency on forwarding complaints pursuant to CSPA s.155), the complainant shall be so informed.
- ~~6.23.~~(d) if the minimum Ministry/CSPA threshold requirements are met, the complainant shall be informed that the complaint has been forwarded to the Inspector General/Complaints Director as applicable and shall be provided with information about the role of the Inspector General/Complaints Director, as applicable.

D. Ontario Police Arbitration and Adjudication Commission

CSPA Part IX establishes the Ontario Police Arbitration and Adjudication Commission⁶ to facilitate the maintenance of one or more registers of arbitrators available for appointment to conduct arbitrations under CSPA Part XIII and hold hearings elsewhere under the CSPA. See also O. Reg. 403/23.

⁶ Formerly known as the Ontario Police Arbitration Commission (OPAC) subject to transition provisions of CSPA s.216

7. Review and Revision History

Revision Date	Description of Changes
September 19, 2023	Updated as part of Board's governance reform project
April 1, 2024	Updated to reflect new CSPA
<u>June 17, 2025</u>	<u>Updated to reflect clarifying amendments</u>

Approved and ratified by the Board effective June 17~~April 1~~, 2025~~4~~.


Todd Taylor

Todd Taylor – Chair



Ian McSweeney – Vice-Chair

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Advisory Bulletin 1.5: Forwarding Complaints to the Inspector General (IG) under section 108 of the CSPA

Date of issue: August 1, 2024

Under the CSPA, the IG receives complaints about police service board member misconduct (section 106(1)), as well as complaints in relation to adequate and effective policing (section 107(1)). For more detailed information, please refer to the CSPA, or the Inspectorate of Policing website at www.iopontario.ca.

There are new requirements that you should be aware of and must comply with when you receive what amounts to a complaint that falls within the IG's jurisdiction. Section 108 of the CSPA requires that, if an entity or person listed in that section receives a complaint that amounts to a complaint under s. 106 or 107, they are **required to forward the complaint to the IG**. This requirement to forward complaints applies to chiefs of police, police service boards, and board members, among others.

The below outlines a **step-by-step process** and some **suggested language** for forwarding letters when forwarding complaints intended for the IG.

Step-by-step process for forwarding complaints you receive to the IG:

1. Upon receiving a complaint under section 106(1) or 107(1) of the CSPA, prepare a **notification letter** to the complainant advising them of your legislative responsibility to forward the complaint to the Inspector General.
2. **Include in the letter the following information** about the role of the Inspector General:

The Inspector General of Policing is responsible for receiving and addressing complaints about compliance with Ontario's Community Safety and Policing Act and its associated regulations by police services, police service boards, and organizations employing special constables. This encompasses complaints regarding the provision of adequate and effective policing and the conduct of police service board members. Besides addressing public complaints, the Inspector General also accepts disclosures of misconduct from members of police services and special constables. For more information, please visit www.IOPontario.ca.

3. While s. 108 does not dictate the form a complaint must take, **if you have been provided the complaint information:**

- **In writing:** forward that written complaint to the IG via email at IOPComplaints@Ontario.ca.
- **Verbally:** write out a narrative of the complaint information you received and forward that written narrative to the IG via email at IOPComplaints@Ontario.ca. When completing this narrative, please attempt to include information that responds to the following questions:

Who is the complaint about?

What is the complaint about?

Where did the incident occur?

When did the incident occur?

4. If there are any **supporting materials or documents** related to the complaint that were provided at the time the complaint was made, please compile a list of these items and send the list and the supporting materials along with the complaint, as well as a copy of the notification letter you sent to the complainant.

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 CSPA. 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.

FAQ

Forwarding of Complaints Under s. 155

Q: What kinds of matters should be forwarded to LECA?

A: For the purpose of section 155 of the CSPA, a complaint is one that:

- is made by someone who may file a complaint with LECA under section 154 of the CSPA
- is made in writing
- discloses potential misconduct by a police officer, special constable employed by the Niagara Parks Commission, or peace officer in the Legislative Protective Service
- includes the name, date of birth, and contact information of the person filing the complaint
- relates to incidents that took place, or formed part of a series of events that continued, on or after April 1, 2024.

Q: We have received an anonymous complaint about a police officer, should we forward that to LECA?

A: No, in accordance with section 155 and Rule 8.10 of the LECA Rules of Procedure, a complaint should only be forwarded to LECA if it includes the name, contact information and date of birth of the complainant.

Anonymous complaints are not considered formal complaints and shall not be forwarded to LECA under s. 155.

Q: What should the police services boards do, if they receive an anonymous complaint about a potential misconduct by the chief/deputy chief?

A: If the police services boards receive an anonymous complaint about a potential misconduct by the chief or deputy chief of their service, they may notify LECA in accordance with section 197 of the CSPA and through e-Notification portal.

Q: We have received a voicemail from a member of the public about a potential misconduct by an officer, should we forward that to LECA?

A: No, in accordance with LECA Rules of Procedure, a complaint should only be forwarded to LECA if it is in writing. The entity receiving the message may ask the complainant to reach out to LECA directly or provide their concerns in writing.

Q: A member of the police service has filed a complaint with the chief against another member of the same service. Can we forward that complaint to LECA?

A: No, as a member of the police service is prohibited from filing a complaint against members of the same service, such a complaint cannot be forwarded to LECA. The matter however maybe subject of a notification by the chief in accordance with section 197 of the CSPA and O. Reg. 406/23: DISCIPLINE and [LECA Guideline 007](#)

Q4: A Board member has become aware of potential misconduct by a police officer through a resident. Can the Board member file a complaint with LECA?

A: No, under section 154(2) of the CSPA, a member or employee of a police service board may not file a complaint in respect of a member of a police service maintained by the board. However, if the board member receives a complaint in accordance with rule 8.10 of the LECA Rules of Procedure, they may forward that to LECA.

Q: Should we forward a complaint from a member of the public, when they expressed an unwillingness to file a formal complaint?

A: No, A complaint should not be forwarded to LECA when the complainant has explicitly indicated that they do not wish to file a complaint with LECA.

Q: How does LECA deal with public complaints that are forwarded by other entities under s. 155?

A. Complaints forwarded under section 155 will be treated as if the complaint had been made by the complainant directly to LECA. LECA will contact the complainant to ask that they complete a complaint form in accordance with the LECA Rules of Procedure.



Orangeville OPP Detachment Board 2025 Annual Report

Under ss.68(1)(f) of the Community Safety Policing Act, 2019 (CSPA), most of which came into force on April 1, 2024 and **Board Policy D3(r)**, the Board is required to provide an annual report to Orangeville Town Council regarding the policing provided in our community by the Dufferin Detachment of the OPP.

This report is composed of two parts:

1. **Part 1** - local initiatives that the Board has prioritized in consultation with the Detachment Commander, including, for example, budgeting and community engagement activities of the Board, Crime Information described in **Board Policy D3(n)** not included in Part 2 and any additional information Town Council has requested be included in the report, including:
 - the latest Board Action Register showing Board projects and status; and
 - the latest Board General Service Standards Workplan (**Board Policy D3(t)**).

Part 1 information is included in this Report as Appendix "A", as at June 30, 2025.

2. **Part 2** - an operational portion which includes provincial and local information on policing provided by the Ministry, the OPP and the Detachment Commander consisting of (see **Board Policy D3(p)/Board Policy D3(r)**):
 - the most recent (2023-2025) Strategic Plan issued by the Minister under CSPA s.61. We understand that the 2026-2029 Strategic Plan is under development and will be published in 2026;
 - the most recent (2023-2025) Dufferin Detachment Local Action Plan prepared by the Detachment Commander in consultation with the Board under CSPA s.70, plus 2023-2025 Board input. We understand that the 2026-2029 Dufferin Detachment Local Action Plan will be developed in 2026 based on the 2026-2029 Strategic Plan through the prescribed consultation process under CSPA s.70;
 - the 2022 annual Progress Report prepared by the Dufferin Detachment of the OPP relative to the 2020- 2022 Local Action Plan¹. Note, On October 6, 2024 the Board was advised by the Detachment Commander that the OPP Strategy Management Section had decided "to forgo 2023 Progress Reporting in light of the release of the CSPA on April 1, 2024"². Our understanding is that a new progress report format is under development and will be released shortly for use in conjunction with future Local Action Plan progress reporting;
 - the OPP Commissioner's 2023 Annual Report and media release issued on November 1, 2024 under CSPA s.58 in alignment with the 2023-2025 Strategic Plan. We understand that the Commissioner's 2024 Annual Report under CSPA s.58 is expected to be release prior to June 30, 2025. This report is attached hereto, if available, and will otherwise be forwarded to Council on receipt;
 - the 2024-2027 Strategic Plan for Ontario's Inspectorate of Policing issued in 2025; and
 - the Inspector General's Annual Report to be submitted to the Minister by June 30, 2025 and posted on the internet under CSPA s.103. This report is attached hereto, if available, and will otherwise be forwarded to Council on receipt.

Part 2 documents are included in this Report as Appendix "B", as at June 30, 2025.

To the extent the latest version required under the CSPA of any document referred to under Part 2 is not available by June 30th in any year, the Board will, nevertheless, prepare and submit the most recent available copy of such document with an explanation for the delay, a partial Annual Report to Town Council containing whatever Part 1 information is available, and an undertaking to forward any missing Part 2 information when received in final form.

Council may obtain any document referred to in this Report, which is not attached/hyperlinked, from the Board EA.

Approved by the Board effective June 30, 2025

Todd Taylor – Chair

Ian McSweeney – Vice-Chair

¹ In addition, the Detachment Commander's quarterly reports received by the Board at its meetings are provided to Council after each meeting.

² Local Action Plan Progress Reports under the CSPA are expected to resume under the 2023-2025 Dufferin Detachment Local Action Plan, however, to date no further Progress Reports have been received by the Board.

Appendix "A"

Part 1 Information

TAB	ATTACHED DOCUMENT
1.	Board Initiatives
2.	Latest Board Action Register showing Board projects and status.
3.	Latest Board General Service Standards Workplan in the form attached to Board Policy D3(t)

Appendix “A” – Tab 1 Board Initiatives

Board Governance Framework

Over the 12-month period ending November 2023 the Board was heavily engaged in revising its governance framework to reflect best practices and compliance with the *Police Services Act* and regulations (PSA). Effective April 1, 2024, the PSA was replaced by the *Community Safety and Policing Act, 2019* and related regulations (CSPA). In conjunction with the introduction of the CSPA O. Reg. 135/24 was introduced to consolidate the number of OPP detachment boards in the province. Under this consolidation the number of Dufferin County OPP detachment boards was reduced from eight to four, including the Orangeville board. Under O. Reg. 135/24 the Board's membership was increased from five to six with new members appointed and trained in Q2 2024 as follows:

- two Council members – Deputy Mayor Todd Taylor (Chair); Mayor Lisa Post
- three Council appointed community members – Ian McSweeney (Vice-Chair); Warren Maycock; Grant Armstrong
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Since December 2023 the Board worked on revising its governance framework to reflect best practices and compliance with significant changes required under the CSPA effective April 1, 2024. This compliance was achieved and was ratified by Board approval on May 21, 2024. The Board's website has been updated to reflect CSPA compliance and to provide public transparency on Board composition and activities.

Review and revision of the Board's governance framework has been, and will continue to be, a priority to ensure the framework reflects both best practices and compliance. Since the Board's last Annual Report we have revised the framework in a number of ways including service standards improvements to increase efficiencies and compliance-related changes. Council members are encouraged to review the Board's governance framework and the overview memorandum in particular to better understand the Board's and Council's role in community policing.

Copies of the Board's governance framework documents, by-laws and policies are available to Council and to the public through Mary Lou Archer, the Board EA.

OPP Police Services for Orangeville

Effective October 1, 2020, the Board transitioned from a local police services board operating under PSA s.31 to an OPP police services board operating under PSA s.10. This transition occurred in conjunction with a decision by the Town of Orangeville Council to disband the local Orangeville Police Service and replace it with the OPP pursuant to an October 1, 2020, Agreement (term October 1, 2020 - December 30, 2023) for the Provision of Police Services under PSA s.4, 5 and 10 between the Ministry and the Town (the “OPP Agreement”). This OPP Agreement was replaced by an amended agreement effective December 30, 2023 - April 1, 2024. The CSPA governs the OPP policing arrangements in place for Orangeville thereafter. In this regard, under Part V, CSPA ss.67(1) there must be one or more OPP detachment boards in accordance with the regulations, for each OPP detachment that provides policing in a municipality.

CSPA s.64 provides that an OPP-policed municipality shall pay the Minister of Finance for policing, court security and other services (per CSPA s.65) provided by the Commissioner, in the amount and manner set out in the regulations.

O. Reg. 413/23 deals with the amount of OPP police service funding. Subject to s.5 and s.6 of the regulation, the amount a municipality must pay the Minister of Finance pursuant to CSPA ss.64(1) during a target year is the amount determined in accordance with the detailed steps set out in s.4 of the regulation.

Local Action Plan Consultations with Town Council (Policy D3(p) and Policy D3(r))

General

CSPA s.70 requires the Detachment Commander to prepare and adopt (and review/revise at least every four years or where there is an amendment to the Minister's s.61 Strategic Plan) a Local Action Plan for the provision of policing in the community. This Local Action Plan must be in accordance with any prescribed regulations and must address the topics set out in s.70 which include how adequate and effective policing will be provided in the community served by the detachment, in accordance with the needs and diversity of the community. The most recent Local Action Plan is the 2023-2025 Dufferin Detachment Local Action Plan based on the 2023-2025 Strategic Plan

Detachment Commander Performance Evaluation (2024-2025) (Policy D3(l))

Further to CSPA s.68(1)(d) and Board Policy D3(l), the Board is required to monitor the performance of the Detachment Commander and provide the OPP Regional Commander at least annually with a report substantially in the prescribed form. The Board's annual report shall be completed each year by March 31st and shall be transmitted to the OPP Regional Commander within 30 days following the report's adoption by the Board.

The 2024-2025 report was adopted by the Board at its June 17, 2025 meeting and forwarded to the OPP Regional Commander following review with the Detachment Commander.³

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³ Note the performance evaluation was delayed this year due to the later than expected release of the prescribed form by the OPP.

Consultations

Under CSPA ss.70(2) the Local Action Plan must provide an overview of the consultations that were conducted by the Detachment Commander under CSPA ss.70(3) below and state whether and, if applicable, how the needs and concerns regarding policing identified during the consultations have been addressed by the Local Action Plan. These consultations include Town Council, and the Board has provided detailed steps under the above policies to ensure Town Council is properly involved and its input received. The next round of Local Action Plan consultations will be initiated by the Detachment Commander in conjunction with the release by the Minister of the 2026-2029 Strategic Plan.

Community Awareness Initiative

The Board and the Orangeville OPP Detachment are committed to working with the community to promote safety and security for all residents of Orangeville and Dufferin County and our visitors. We believe that effective policing requires strong partnerships with community organizations, local businesses, and individual community members, and we are committed to building and maintaining these relationships. The Board, led by Mayor Post, will continue to develop enhanced community outreach strategies over the balance of 2025.

For more information see our posted letters to community partners on the Board website.

Grant Writing (Policy D3(v))

The Ministry provides grants, primarily to police services, in collaboration with community partners, in support of local and provincial community safety priorities. The Board collaborates with the Dufferin County OPP and local community partners to apply for grants that align with local community safety priorities. **Policy D3(v)** provides guidance to Board staff and members to ensure the efficient application process for appropriate grants and required follow-up reports and to establish, record and maintain the Board's institutional experience and process in relation to grant writing.

The Board supports mental health initiatives in Dufferin County through a number of initiatives, including through applications for the Community Safety and Policing Grant and the Mobile Crisis Response Team Grant, both of which provide funding for the Dufferin Mobile Response Team. This team has been very effective in reducing the number of apprehensions in favour of ensuring affected individuals receive the medical assistance they need.

The Board's Executive Assistant Mary Lou Archer is the lead on all grant applications and does an excellent job.

Intimate Partner Violence and Gender- Based Violence as a Community Priority (Policy D3(w))

In support of the federal government's August 16, 2023 commitment to ending the gender-based violence (GBV) epidemic "in all its forms" and to "address any gaps in the Criminal Code to ensure a robust justice system response", Town Council joined Orangeville with a growing number of municipalities and regions by passing a resolution declaring GBV and intimate partner violence (IPV) to be an epidemic and demanding action from all levels of government.

In support of Council's leadership, and in recognition that the safety and well-being of the Orangeville community and its residents are of paramount importance, the Board passed a similar resolution in January 2024 and adopted **Policy D3(w)** which includes the following statements and guidelines:

- Intimate Partner Violence (IPV) and Gender-Based Violence (GBV) also known as domestic violence, pose a significant threat to the security and welfare of individuals within our community, involving any use of physical or sexual force, as well as emotional and psychological abuse in intimate relationships.
- The Board endorses the resolutions by both Orangeville Council and Dufferin County Council with regards to IPV and GBV.
- The Board recognizes IPV and GBV as significant concerns affecting the safety and welfare of Orangeville residents.
- The Board commits to prioritizing the prevention and response to IPV and GBV within the community.
- The Board will collaborate with relevant stakeholders, including local government, community organizations, and social support services, to ensure that the prevention and response to IPV and GBV is prioritized in the Community Safety and Well-Being Plan including specific action steps to address IPV/GBV.
- The Board will actively engage in public awareness campaigns and educational initiatives aimed at preventing IPV and GBV and promoting healthy relationships within the community in accordance with the CSPA.

NOTE; ARE THERE ANY OTHER TOPICS MEMBERS FEEL SHOULD BE INCLUDED HERE IN APPENDIX "A"?

Appendix "A" - Tab 2 Latest Board Action Register Showing Board Projects and Status

[insert latest Action Plan Register]

Appendix “A” - Tab 3 Latest Board General Service Standards Workplan in the form attached to **Board Policy D3(t)**

[insert Latest Board General Service Standards Workplan]

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Appendix “B”
Part 2 Information

TAB	ATTACHED DOCUMENT
1.	2023-2025 Strategic Plan
2.	2023-2025 Local Action Plan plus 2023-2025 Board Input
3.	2022 Local Action Plan Progress Report
4.	2023 OPP Commissioner’s Annual Report and Media Release

Appendix “B” - Tab 1 2023-2025 Strategic Plan

[insert 2023-2025 Strategic Plan]

Appendix “B” - Tab 2 2023-2025 Local Action Plan

[insert 2023-2025 Local Action Plan plus 2023-2025 Board input]

Appendix “B” - Tab 3 2022 Local Action Plan Progress Report

[insert 2022 Local Action Plan Progress Report]

Appendix “B” - Tab 4 2023 OPP Commissioner’s Annual Report and Media Release

[insert 2023 OPP Commissioner’s Annual Report and Media Release]

Appendix “B” – Tab 5 2024-2027 Strategic Plan for Ontario’s Inspectorate of Policing issued in 2025

[insert 2024-2027 Strategic Plan for Ontario’s Inspectorate of Policing]

Appendix “B” – Tab 6 Inspector General’s 2025 Annual Report under CSPA s.103

[insert Inspector General’s 2025 Annual Report under CSPA s.103]

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Orangeville OPP Detachment Board 2025 Annual Report

Under ss.68(1)(f) of the Community Safety Policing Act, 2019 (CSPA), most of which came into force on April 1, 2024, and Board Policy D3(r), the Board is required to provide an annual report to Orangeville Town Council regarding the policing provided in our community by the Dufferin Detachment of the OPP.

This report is composed of two parts:

1. **Part 1** - local initiatives that the Board has prioritized in consultation with the Detachment Commander, including, for example, budgeting and community engagement activities of the Board, Crime Information described in Board Policy D3(n) not included in Part 2 and any additional information Town Council has requested be included in the report, including:

- the latest Board Action Register showing Board projects and status; and
- the latest Board General Service Standards Workplan (Board Policy D3(t)).

Part 1 information is included in this Report as Appendix "A", as at June 30, 2025.

2. **Part 2** - an operational portion which includes provincial and local information on policing provided by the Ministry, the OPP and the Detachment Commander consisting of (see Board Policy D3(p)/Board Policy D3(r)):

- the most recent (2023-2025) Strategic Plan issued by the Minister under CSPA s.61. We understand that the 2026-2029 Strategic Plan is under development and will be published in 2026;
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- the 2022 annual Progress Report prepared by the Dufferin Detachment of the OPP relative to the 2020- 2022 Local Action Plan. Note, On October 6, 2024 the Board was advised by the Detachment Commander that the OPP Strategy Management Section had decided "to forgo 2023 Progress Reporting in light of the release of the CSPA on April 1, 2024". Our understanding is that a new progress report format is under development and will be released shortly for use in conjunction with future Local Action Plan progress reporting;
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Part 2 documents are included in this Report as Appendix "B", as at June 30, 2025.

To the extent the latest version required under the CSPA of any document referred to under Part 2 is not available by June 30th in any year, the Board will, nevertheless, prepare and submit the most recent available copy of such document with an explanation for the delay, a partial Annual Report to Town Council containing whatever Part 1 information is available, and an undertaking to forward any missing Part 2 information when received in final form.

Council may obtain any document referred to in this Report, which is not attached, hyperlinked, from the Board EA.

Approved by the Board effective June 30, 2025.

Todd Taylor – Chair

Jan McSweeney – Vice-Chair

In addition, the Detachment Commander's quarterly reports received by the Board at its meetings are provided to Council after each meeting. Local Action Plan Progress Reports under the CSPA are expected to resume under the 2023-2025 Dufferin Detachment Local Action Plan, however, to date no further Progress Reports have been received by the Board.

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Appendix "A"

Part 1 Information

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Appendix "A" – Tab 1 Board Initiatives

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Board Governance Framework

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[insert latest Action Plan Register]

Appendix "A" - Tab 3 Latest Board General Service Standards Workplan in the form attached to Board Policy D3(t)

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Appendix "B"
Part 2 Information

TAB	ATTACHED DOCUMENT
1.	2023-2025 Strategic Plan
2.	2023-2025 Local Action Plan plus 2023-2025 Board Input
3.	2022 Local Action Plan Progress Report
4.	2023 OPP Commissioner's Annual Report and Media Release

Appendix "B" - Tab 1 2023-2025 Strategic Plan

[insert 2023-2025 Strategic Plan]

Appendix "B" - Tab 2 2023-2025 Local Action Plan

[insert 2023-2025 Local Action Plan plus 2023-2025 Board input]

Appendix "B" - Tab 3 2022 Local Action Plan Progress Report

[insert 2022 Local Action Plan Progress Report]

Appendix "B" - Tab 4 2023 OPP Commissioner's Annual Report and Media Release

[insert 2023 OPP Commissioner's Annual Report and Media Release]

Appendix "B" - Tab 5 2024-2027 Strategic Plan for Ontario's Inspectorate of Policing issued in 2025

[insert 2024-2027 Strategic Plan for Ontario's Inspectorate of Policing]

Appendix "B" - Tab 6 Inspector General's 2025 Annual Report under CSPA s.103

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2023-2025 STRATEGIC PLAN



OUR VISION

Safe Communities...
A Secure Ontario

OUR MISSION

To serve our province by
protecting its citizens,
upholding the law
and preserving
public safety.

OUR VALUES

Serving with
**PRIDE,
PROFESSIONALISM
& HONOUR**

Interacting with
**RESPECT,
COMPASSION
& FAIRNESS**

Leading with
**INTEGRITY,
HONESTY
& COURAGE**



Always doing the right things for the right reasons

COMMISSIONER'S INTRODUCTION

As an organization, the Ontario Provincial Police (OPP) strives to always do the right things for the right reasons.

The strength of our 2020-2022 Strategic Plan proved we could adapt to unforeseen challenges, including a global pandemic that impacted the way we all lived, worked and played. By underscoring our commitment to *Our People*, *Our Work* and *Our Communities*, we were able to remain focused, strengthening our organization's foundation and enhancing the safety and well-being of those we serve.

Setting the course for the 2023-2025 Strategic Plan gives us the space to learn from the past, take responsibility for the present, and create the future. It allows us to design policies, procedures and programs to best serve our province by protecting its citizens, upholding the law and preserving public safety.

The 2023-2025 Strategic Plan not only builds on our past successes and reinvigorates our commitments, it also embraces the evolving landscape of policing.

The nature of crime continues to evolve, giving rise to new and emerging challenges. The path set forward in the Strategic Plan will guide us through ever changing trends in crime, technology and society and will serve as the basis for our decision-making and action. We will look to these priorities as we continue to focus on our mission-critical work: providing frontline policing across Ontario in 330 municipalities; reducing injury and death on our roadways, trails and waterways; protecting critical infrastructure; providing specialized criminal, investigative and technical services; countering the exploitation of children; fighting human trafficking; confronting hate crime and preventing extremism; combating the prevalence of guns and gangs; disrupting and dismantling organized crime and the illicit drug trade; and confronting crime involving digital technologies.

The Strategic Plan serves our members by fostering a shared understanding of priorities and enabling focused collaboration. Our members are faced with innumerable challenges, and they continue to rise to meet them at every opportunity. They have committed to a career where uncertainty can quickly shift into danger, where quick decisions and unwavering resolve can make all the difference. It is in these moments of challenge that we continue to shine the brightest. I commend all Ontario Provincial Police members for their ongoing and unwavering dedication to duty, commitment and professionalism.

While we cannot predict the future – and the last three years have proven that – we can set our organization up for success by continuing to prioritize *Our People*, *Our Work* and *Our Communities*. Let this Strategic Plan be a testament to our resilience, a roadmap to guide us through the challenges that lay ahead, and a source of inspiration that reminds us of the profound impact we can collectively achieve.



Thomas Carrique, C.O.M.
Commissioner, Ontario Provincial Police

PURPOSE OF THE PLAN

This plan re-affirms the OPP's strategic priorities for the next three years and emphasizes the importance of collaboration, modernization and innovation to build upon previous achievements. It outlines how we will be bold and purposeful as we adapt to emerging trends in crime, technology and society, meet our public safety responsibilities, and preserve the vital policing services we deliver in Ontario.

It defines our responsibility for growth and development.

TARGET AUDIENCE

Foremost, this plan is for each and every member of the OPP; those public servants whose work improves life across the province and safeguards the fundamental rights and freedoms guaranteed by the *Canadian Charter of Rights and Freedoms* and the *Human Rights Code*. The plan also connects us with communities — those that it is our duty to serve, and those with whom we cooperate for public safety.

It is for all of us who share a common responsibility, purpose and vision.

KEY ACCOMPLISHMENTS

With an action-oriented emphasis on long-term outcomes, it delivers clarity of purpose so all OPP employees, stakeholders and communities can understand the intent of our decisions and actions. All members of the OPP support our Strategic Plan with the delivery of values-based, adequate and effective policing in the province.

It outlines our realistic, collective and purposeful responsibilities in the province.



2023-2025 STRATEGIC PLAN

Priorities and Commitments



PEOPLE

A healthy and resilient OPP

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

WORK

A responsive and evolving OPP

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

COMMUNITIES

A collaborative and progressive OPP

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

ALIGNMENT WITH THE VISION, MISSION AND VALUES

Safe Communities... A Secure Ontario is the focus of our plan.

To serve our province by protecting its citizens, upholding the law and preserving public safety is how we create *Safe Communities... A Secure Ontario*.

Serving with pride, professionalism and honour; interacting with respect, compassion and fairness; and leading with integrity, honesty and courage is the basis for every decision made and action taken when delivering on our mission toward attaining our vision.

It aligns with our responsibility to remain vision focused ~ mission driven ~ values based.

BASIS OF DEVELOPMENT

The examination and analysis of a multitude of inputs, risks, trends and drivers through various lenses, including diversity, inclusion, leadership, accountability and public safety, including:

- Our achievements and progress under the 2020-2022 OPP Strategic Plan;
- Internal and external consultations with partners such as the Provincial Indigenous Advisory Circles, stakeholders, governance entities and subject matter experts;
- Environmental and horizon scanning;
- Current/future state needs assessment;
- OPP Employee Experience Survey results; and,
- OPP Community Satisfaction Survey results.



OUTCOMES AND DETERMINATIONS

Numerous achievements and significant progress were realized through the 2020-2022 OPP Strategic Plan. **Multiple ongoing public and officer safety, victim-centred, investigative, and risk-mitigating strategic-change initiatives remain in key stages of implementation.** This requires a sustained emphasis on our current strategic priorities to optimize results in order to best serve the province, protect its citizens, uphold the law and preserve public safety.

IMPLEMENTATION STRATEGY

The OPP develops a three-year strategic plan to steer organization-wide change initiatives. Implementation is driven by the bureaus and/or program areas with direct accountability for each strategic change initiative, allowing the organization — with its vision-focused strategic plan — to work toward broad scale change. To address day-to-day, mission-oriented program and service delivery, nearly 100 action plans specific to individual detachments, regions, divisions and bureaus are created. Results are reported in the OPP Annual Report and yearly action plan progress reports, to keep our communities apprised and meet our legislated obligations.

PERFORMANCE MEASUREMENT

We will track, measure and monitor our progress using a variety of quantitative and qualitative indicators, including:

- Ontario Public Service and OPP employee survey results;
- OPP call volume, occurrence and workload data; and
- OPP Community Satisfaction Survey results;
- Other operational and organizational metrics.
- Ongoing dialogue and feedback from our members;





Committed to our
VISION, MISSION
and **VALUES**

PRIORITY AREAS

People – An empowered, respectful and responsible workforce connected to its vision, mission and values



We will be responsible for advancing a culture of belonging that is characterized by leadership, inclusion and well-being.

PRIMARY AREAS OF STRATEGIC FOCUS:

1. People-centred and effective processes
2. Resiliency, physical and mental health, and well-being
3. Member engagement

KEY STRATEGIC CHANGE INITIATIVES:

1. Deliver a modernized, equitable and merit-based talent management and development framework.
2. Integrate the 13 factors of psychological health and safety in the workplace.
3. Engage employees across all ranks and levels to participate in innovation seeking, decision-making and problem-solving.

LONG-TERM OUTCOMES:

1. People processes are free from systemic obstacles resulting in the OPP being a progressive employer of choice.
2. Physical and psychological well-being and safety of employees are prioritized to promote resiliency.
3. Values-driven leadership that is responsible, innovative and collaborative fosters an engaged workforce that participates in positive change.

Expected Outcomes

We will remain focused on a respectful, inclusive and healthy OPP and positive employee experiences as we aim to be a preferred employer and a trusted leader in public safety. This priority is about a renewed emphasis on meaningful actions for our most important resources: our people. It defines the mindsets, programs and capabilities essential to our continued efforts for lasting change; this includes how we recruit and hire and addresses performance, succession and abilities management. It acknowledges the need for our workforce to reflect Ontario's diversity and that a people-first approach remains vital in continuing to shape an organizational culture that is firmly aligned with our vision and mission and defined by our values — a culture that guides *all* that we do and *how* we do it.

PRIORITY AREAS

Work – An enabled organization equipped to meet its policing responsibilities



We will be responsible for enhancing investigative and policing excellence and augmenting decision-making.

PRIMARY AREAS OF STRATEGIC FOCUS:	<ol style="list-style-type: none">1. Staffing and deployment2. Investigations and frontline operations3. Evidence-based decision making
KEY STRATEGIC CHANGE INITIATIVES:	<ol style="list-style-type: none">1. Apply data-driven and member-informed deployment and modernized scheduling practices.2. Deliver modernized scalable, adaptable and flexible investigative and service delivery options.3. Implement effective, accountable and transparent public safety solutions and evaluate outcomes.
LONG-TERM OUTCOMES:	<ol style="list-style-type: none">1. Resources are optimized and balanced alongside operational demand and employee well-being to meet public and stakeholder expectations.2. The OPP is adequately equipped to manage the scope, volume and complexity of investigations and operations.3. The best-available evidence is readily accessible to demonstrate transparency and enhance public and officer safety.

Expected Outcomes

We will remain focused on adapting to the current and future realities of policing by developing evidence-based and actionable solutions to prevent, respond to and solve crime. It is about sustaining our emphasis on effective operational outcomes for mission delivery. It prioritizes the newly developed OPP Service Delivery Model and scheduling modernization tool to better support our members and enhance our service delivery for our communities. This is also about accelerating the integration of technology and advancing technological solutions while continuing to explore alternative call management strategies and pioneer new approaches to ensure the safety and security of all persons and property in Ontario.

PRIORITY AREAS

Communities – An engaged organization positioned to co-create meaningful public safety solutions for Ontarians



We will be responsible for building and enriching trusted relationships and partnerships.

PRIMARY AREAS OF STRATEGIC FOCUS:

1. Community engagement
2. Victim-centred programs and services
3. Collaboration across justice, law enforcement, human and social sectors

KEY STRATEGIC CHANGE INITIATIVES:

1. Seek and amplify Indigenous and diverse voices and experiences to inform and design relevant policing programs and services.
2. Embed trauma-informed approaches.
3. Lead operational and strategic policing and community safety initiatives in accordance with the needs of the population and having regard for the diversity of the population.

LONG-TERM OUTCOMES:

1. Inclusive and equitable public safety solutions are co-created and delivered to meet the needs of communities.
2. Public trust and confidence and community satisfaction are reflective of our efforts and intended outcomes.
3. Cooperation exists for the inclusive response to a complex range of public safety and societal issues present across the policing landscape.

Expected Outcomes

We will remain focused on engaging with communities and seeking to understand their unique needs to further build and demonstrate cultural competence. This is about all members being involved in developing relationships as the catalyst for cooperative partnerships with a common vision for *Safe Communities... A Secure Ontario*. It recognizes the importance of our collective leadership role in advancing community partnerships that also include the social, health and justice sectors, and in leveraging collaborative response opportunities to fulfill our policing mandate. It is about meeting the needs of our communities and imparts the importance of respect for victims of crime and understanding of their needs. This priority aligns with the legislated principles by which policing services shall be provided throughout Ontario.

911

is for police,
fire, or medical
emergencies only.

Every time an accidental or hang-up 911 call is received, an OPP communicator must complete a follow up process, which may include dispatching police officers to ensure there is no emergency in progress. If you've dialed 911 in error, stay on the line and speak with the communicator. This will ensure emergency resources are allocated to actual emergent situations and not accidental 911 calls.

Speak with an officer in person

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

Provide an anonymous tip

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

Reach the OPP by phone

- Call 911 for emergencies
- Don't hang up, stay on the line
- Call 1-888-310-1122 for non-emergency calls
- TTY 1-888-310-1133
(for the Deaf, Hard of Hearing and Speech Impaired)
- Know your location

Report online

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

Visit www.opp.ca/reporting for Online Reporting. This system allows you to submit a report from your computer or mobile device without going to an OPP detachment.

You can use this system to report:

- Driving Complaints
- Lost/missing property
- Mischief/damage to property including graffiti
- Mischief to vehicle
- Stolen licence plate(s) and/or validation sticker
- Theft from vehicle
- Theft
- Gas theft

Do not use online reporting for emergencies, call 911.

WWW.OPP.CA



ONTARIO PROVINCIAL POLICE

777 Memorial Avenue // Orillia, ON // 1-888-310-1122 // www.opp.ca



DUFFERIN DETACHMENT

2023-2025 ACTION PLAN

OUR VISION

Safe Communities... A Secure Ontario

OUR MISSION

To serve our province by protecting its citizens, upholding the law and preserving public safety.



OUR VALUES

Serving with
**PRIDE,
PROFESSIONALISM
& HONOUR**

Interacting with
**RESPECT,
COMPASSION
& FAIRNESS**

Leading with
**INTEGRITY,
HONESTY
& COURAGE**

Always doing the right things for the right reasons

DUFFERIN Detachment Action Plan

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Message from the Detachment Commander

I am pleased to present the Dufferin Detachment 2023-2025 Action Plan. We have witnessed continued growth in the Dufferin Detachment over the past reporting period.

As a result of our focus on community, we have been successful in building new partnerships and relationships within our communities, as well as strengthening existing ones.

Members of Dufferin Detachment look forward to continuing to work with the many community groups, organizations, and local governments to serve you with pride, honour, and professionalism and aligning our priorities with priority areas of focus as identified in Dufferin's Community Safety and Well-Being Plan.



We are committed to our community partnerships and will continue to provide the same high level of service that is expected from the OPP. We strive for a level of service in line with our organizations core values, the same values that guide us in every decision that we make.

Our ongoing focus on investigate excellence, enforcement, crime prevention, victim's rights, traffic safety and mental health awareness will continue over the next few years with the introduction of new initiatives. I am confident that the results of these initiatives will benefit both the community and our members, including enhanced police visibility, outreach, and engagement.

The strength of Dufferin Detachment comes from its members, both uniform and civilian. We will continue to work with our members and the organization to ensure officer safety, appropriate staffing levels as well as the availability of training and development opportunities.

The dedication of our members, together with the support of our municipalities, will ensure our continued success in keeping our communities safe.

Inspector Michael Di Pasquale
Detachment Commander
OPP Dufferin Detachment

Our Detachment

The Dufferin Detachment provides policing services to the County of Dufferin. Included in this are eight different municipalities and seven separate Police Services Boards.

The total population of Dufferin County is 66,257 (Census Canada 2021) and the total area encompassed within the County is 1,486 square kilometres. It is largely a rural county with three urban settlement areas, namely Grand Valley, Orangeville and Shelburne. The Town of Orangeville, the County Seat, is situated on the southern border of the county and is the largest urban centre, with just over half the population. Although Orangeville dominates in terms of population, in area it is very small and geographically compact.

Agriculture is a strong part of the economy, including beef and dairy cattle, cash crops (e.g. potatoes) and mixed grains. Recreational activities such as skiing, fishing, hiking and equestrian activities also contribute to the local economy.

The Dufferin Detachment area population had an overall increase of 7.3 % from 2016 to 2021. This change in population varied among municipalities, with the Town of Shelburne experiencing a growth of 10.6%, Town of Mono experiencing a growth of 9.4% and East Garafraxa Township experiencing a population increase of 8.3%. Areas to the north and south of Dufferin also saw significant growth during this period.

Dufferin is situated between recreational areas to the north and the Greater Toronto Area to the south. As the population of surrounding areas has increased, so too has the traffic volume on Dufferin area roads. There continues to be an increase in motorcycles using Dufferin County roads as popular touring routes, as well as an increase in visitors to Dufferin County's many scenic trails and parks. This has resulted in increased traffic and noise levels within the County.

In recent years, the Dufferin Detachment area has also seen an increase in extreme weather. Gusting snow in winter climate has caused road closures for days and resulted in many motorists being stranded in Dufferin County. Tornadoes have also resulted in property damage and the closure of roads within the County. Local emergency services have worked together to ensure the safety of our citizens.

Traffic flows within Dufferin will continue to be impacted by construction projects and special events. The area has several residential construction projects set to occur throughout the next few years. These factors, combined with the annual rodeo, festivals, running and cycling events may also impact traffic within the detachment area.



Action Plan Commitment Summary

The OPP's action planning process ensures compliance with the Adequacy and Effectiveness of Police Services Regulation (Adequacy Standards) filed as O. Reg. 3/99 in 1999.

Through analysis and consultation, the following areas of focus were identified for the next three years. These are reflective of local issues; activities will be addressed, monitored and adjusted as needed.

Crime	Roadways, Waterways and Trails	Community Well-Being
To address and prevent multi-jurisdictional violent crimes and crimes of opportunity including auto thefts and frauds.	To sustain a continuous and year-round focus on the causal factors of motorized vehicle collisions.	Enhance the Mobile Crisis Response Team (MCRT) and strengthen partnership with Headwaters Health Care Centre.
Address recidivism, repeat offenders with bail violations, and the number of wanted persons at large in our community.		Engage and educate youth, in partnership with local school boards and other community organizations. Increased OPP attendance at community events and festivals through the Auxiliary unit.
Address intimate partner violence.		Protect vulnerable members of the community who may wander from cognitive impairments such as Alzheimer's or Autism by implementing Project Lifesaver.
Reduce illicit drug activity.		

Crime

Description:

The following crime priorities have been identified for our 2023-2025 Action Plan: violent crimes against people; illicit drug trafficking and opioid overdoses; and opportunistic property crimes, such as vehicle thefts, break and enters, and frauds and scams. These priorities reflect what we have seen to be issues in our communities over the past year and in many cases are inter-related. These priorities are aligned with the Dufferin County Community Safety and Well-Being Plan. They relate to crime, community, focused patrols and domestic and family violence.

Our proximity to the Greater Toronto Area makes Dufferin a target for multi-jurisdictional crime sprees including robberies, drug trafficking, and 'grandparent scams'. As a result, we will leverage our existing resources, including our Community Street Crime Unit, Major Crime Unit and Regional Crime Analysts, and continue to seek partnerships with neighbouring OPP detachments and municipal police services to coordinate efforts in combatting crime.

To support Dufferin Detachment's commitment to responding to domestic violence, new processes will be established to ensure the immediate and longer-term needs of intimate partner violence victims are met while indicating to offenders that society does not tolerate violence.

A focused local approach to bail enforcement will be established so that violations by offenders are mitigated and repeat offenders do not put our member's and citizen's safety at risk.

Education and outreach will continue to play a large role in our crime prevention strategies. Social and traditional media have been instrumental in communicating with the public. Our auxiliary officers will assist with this engagement by facilitating fraud prevention presentations aimed at vulnerable populations.

As local needs change so too will our priorities. We will continuously review our crime priorities both locally and provincially. With a well-trained detachment, we will always provide investigative excellence and be in position to pivot to adjust to new or evolving needs.

Commitment	Outcomes	Actions
To address and prevent multi-jurisdictional violent crimes and crimes of opportunity including auto thefts and frauds.	Reduce the number of crimes through prevention, proactive enforcement, and investigative excellence.	<p>Intelligence-led policing through the use of confidential informants, Crime Stoppers, OPP Crime Analyst reports and crime bulletins.</p> <p>Engage in community outreach and crime prevention education activities including crime prevention presentations to vulnerable communities, partnerships with local businesses and financial institutions with an emphasis on Grandparent scams.</p> <p>Create partnerships and networks with neighbouring OPP detachments, specialized units, and police services.</p>

		<p>Ensure the Major Crime Unit and Community Street Crime Unit members are developed and trained.</p> <p>Promote succession planning and recruitment in these units by providing crime investigation training to uniform officers and making available temporary learning assignments.</p> <p>Utilizing directed vehicle, bicycle and foot patrol will increase uniform officer visibility.</p>
Address recidivism, repeat offenders with bail violations, and the number of wanted persons at large in our community.	<p>Establish a formal Offender Management Apprehension Program process within the detachment including identifying a dedicated officer to coordinate resources, disseminate information and intelligence and provide training and guidance to uniform officers.</p>	<p>Ensure persons on release orders or bail within our community remain in compliance with their release conditions.</p> <p>Offenders wanted for criminal offences are consistently and safely located and arrested in a timely manner.</p>
Address intimate partner violence.	<p>Offences related to intimate partner violence are investigated thoroughly and reviewed regularly.</p> <p>Offenders are arrested and charged appropriately.</p> <p>Immediate and long-term needs of victims of intimate partner violence are met.</p>	<p>Establish a formal Intimate Partner Violence review process to review all occurrences related to intimate partner violence. The review process will ensure criminal offences have been identified if appropriate, relevant referrals to local support agencies have been made and ongoing communication with victims and witnesses is maintained throughout the court process.</p> <p>Collaborate with community agencies such as the Victim Witness Assistance Program, Sexual Assault Advisory Committee, Dufferin Victim's Services, Dufferin Caledon Family Services, local shelters, and youth services through participation on committees, assigning liaisons and streamlining communication to provide outreach and resources.</p>
Reduce illicit drug activity.	<p>Reduction in the number of illicit opioid overdoses.</p>	<p>Continued proactive enforcement by the detachment's Community Street Crime Unit (CSCU) in partnership with other specialized police units.</p>

	Overall reduction in related crimes including property crimes, assaults, and robberies.	<p>Train frontline officers in the recruitment and management of confidential informants.</p> <p>Delivery of the Safeguard Ontario Program presentation to victims of break and enters, providing tips to protect property, Lock it or Lose it campaigns and share information to help prevent theft from vehicle occurrences.</p>
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Roadways, Waterways and Trails

Description:

Traffic safety will continue to be a priority for Dufferin Detachment in 2023-2025. The County of Dufferin is a popular destination in all seasons. Additionally, Dufferin County is situated between the Greater Toronto Area and many destinations throughout southern Ontario.

Increasing the apprehension and prosecution of violators who engage in 'Big Four' driving behaviours will lead to safer communities. The 'Big Four' are: aggressive driving/speeding, lack of seatbelt use, distracted driving and impaired driving. Dufferin Detachment will continue to be a leader in the province with participation in targeted campaigns and initiatives. In addition to Mobility Safety ranking as a priority concern in the Community Safety and Violence Prevention area of focus, our statistics for number of impaired driving offences directly informs the measures in the Substance Use and Addiction priority area of focus in the Dufferin Community Safety and Well-Being Plan.

Increased safety in the community is also achieved when motor vehicle collisions are reduced. Analysis and targeted enforcement have resulted in a reduction in the number of motor vehicle collisions in the past and is expected to have the same result going forward.

Partnerships will lead to collaboration and cooperation to resolve situations that may result in unsafe driving behaviours such as speeding, disobeying signs and aggressive driving.

Our roadways are commonly traveled on by large commercial vehicles. Dufferin Detachment will continue to conduct commercial motor vehicle inspections and enforcement.

Finally, several of our officers are trained to conduct patrols on our many off-road trails using ATVs and snow machines. Rider safety on these trails is no less important than on our roadways. Regular patrols will be scheduled to ensure that off-road rules are enforced, and operators are safe.

Commitment	Outcomes	Actions
To sustain a continuous and year-round focus on the causal factors of motorized vehicle collisions.	Increased safety in the community by reducing the number of 'Big Four' driving behaviours, leading to safer roadways, waterways and trails.	<p>Consistent analysis of traffic patterns, complaints and collisions to ensure officers are deployed in the right place, at the right time, with the right tools to have an impact on dangerous driving behaviours.</p> <p>Engagement with the public through proactive safety enforcement and educational activities including social media messaging, community bicycle rallies and RIDE programs on our trails and roadways.</p> <p>Partner with the Central Region Traffic Team to conduct commercial motor vehicle inspections and enforcement.</p>

		<p>Ensure officers are trained in the areas of drug and alcohol detection and enforcement, the use of speed measuring devices, and the inspections of commercial motor vehicles including the use of equipment such as portable weigh scales.</p> <p>Partner with community leaders to appropriately identify non-policing resolutions to traffic concerns including proper signalization, signage and speed limits.</p>
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Community Well-Being

Description:

Mental Health and Well-Being is a priority area of focus in the Dufferin Community Safety and Well-Being Plan; our commitments in this area directly contribute to the desired outcomes of the OPP Dufferin Detachment.

Community involvement, outreach and partnerships are critical in both understanding and meeting the policing needs of the community. As Dufferin Detachment, and the area it services grows, so too does the need for strong and effective programs and services that promote safe and secure communities and as a result, a better feeling of community well-being.

In the previous reporting period, Dufferin OPP formalized the Mobile Crisis Response Team (MCRT) partnership with Headwaters Health Care Centre, our community's local hospital. During this period, the program will be enhanced with additional trained uniform officers to support the mental health nurses with engaging those experiencing mental health and addiction-related crisis.

Dufferin detachment is committed to working with our local schools and community partners to engage our youth and provide information on topics that affect them including drug and alcohol abuse, consent and sexual assault prevention, driver safety and internet safety.

Our detachment's auxiliary members will continue to be present at the many community events hosted by the OPP's Dufferin Detachment as well as our partners throughout the year. Additionally, they will continue to provide information and presentations to vulnerable communities about fraud prevention.

Commitment	Outcomes	Actions
Enhance the Mobile Crisis Response Team (MCRT) and strengthen partnership with Headwaters Health Care Centre.	Reduce repeat contacts between police and persons in mental health crisis and/or those with substance abuse disorder. Improved outcomes for individuals in crisis.	Ensure adequate staffing of MCRT by training additional uniform general patrol officers on each platoon to ensure coverage.
Engage and educate youth, in partnership with local school boards and other community organizations. Increased OPP attendance at community events and festivals through the Auxiliary unit.	Increased awareness of the dangers of dangerous, illegal, and illicit substance use and abuse. Increased awareness of issues related to sexual violence and consent. Reduced instances of online victimization including internet luring, cyber-bullying, and harassment. Reduce risk to staff and students in the event of a real lockdown.	Conduct presentations jointly with school board subject specialist and other organizations such as the Sexual Assault Advisory Committee. Utilize both traditional and social media to communicate important messaging to targeted audience such as youth, marginalized groups and parents. Participate in mandatory school lockdown drills and provide feedback to reduce risk during active threats.

	<p>Strengthen relationships with school administration staff members.</p> <p>Improved relationships with school staff and students.</p> <p>Positive interactions with a focus on safety.</p> <p>Increased visibility at community events.</p> <p>Form new partnerships and strengthen relationships with existing partners.</p>	<p>Attend school Bike Rodeo events to deliver safety presentations and liaise with students.</p> <p>Attend multiple community events, and festivals.</p> <p>Auxiliary members conduct presentations on topics such as break and enter prevention, theft prevention and a major focus on fraud prevention.</p>
<p>Protect vulnerable members of the community who may wander from cognitive impairments such as Alzheimer's or Autism by implementing Project Lifesaver.</p>	<p>Project Lifesaver is scheduled to launch in September 2023.</p>	<p>Secure Meals on Wheels to be the administrator for Project Lifesaver.</p> <p>Obtain funding from Orangeville Lion's Club to purchase necessary equipment.</p> <p>Train members to become training officers as well as operators.</p> <p>Develop a marketing plan including information sessions, media releases, social media messaging and videos.</p> <p>Utilize media partners to assist with messaging on local radio stations and newscasts.</p>



2023-2025

DUFFERIN DETACHMENT ACTION PLAN

PROGRAMS & SERVICES

Alcohol and Gaming Enforcement	Drug Evaluation and Classification	Provincial Operations Centre
Asset Forfeiture	DNA Coordination	Public Order
Auxiliary Policing/Chaplaincy	Emergency Management	Remotely Piloted Aircraft Systems
Aviation/Flight Operations	Emergency Response	Repeat Offender Parole Enforcement
Biker Enforcement	Explosives Disposal	RIDE (Reduce Impaired Driving Everywhere)
Blood Stain Analysis	Federal Firearms Program Delivery	Search and Rescue
Breath Analysis/Drug Recognition	Federal and Provincial Road Safety Countermeasures	Security Assessments and Enquiries
Canine Search, Rescue, Tracking and Detection	Forensic and Identification Services	Surveillance - Electronic and Physical
Chemical, Biological, Radiological, Nuclear and Explosive Response	Fraud, Corruption, Economic/ Financial Crime Investigation	Tactical and Emergency Medical
Child Exploitation Investigation	Hate Crimes/Extremism Investigation	Tactics and Rescue
Civil Litigation File Coordination	Illegal Gaming Investigation	Technological Crime/ Digital Evidence Forensics and Analysis
Civilian Data Entry	Incident Command	Threat Assessment
Collision Reconstruction and Investigation	Indigenous Policing	Traffic Safety
Commercial Vehicles and Dangerous Goods	Information Technology	Training
Communications	Intelligence	Underwater Search and Recovery
Community Policing	Justice Officials and Dignitary Protection Services	United Nations Policing Missions
Community Street Crime Units	Marine, Motorized Snow and Off-road Vehicle and Motorcycle Patrol	Urban Search and Rescue United Nations Policing Missions
Complaint Investigation	Media Relations	Video Forensics
Computer-Aided Dispatch	Missing Persons and Unidentified Bodies	Violent Crime Linkage Analysis
Contraband Tobacco	Offender Transportation	Victim Assistance, Support and Response
Court Case Management	Ontario Sex Offender Registry	Weapons Enforcement
Crime Analysis	Organized Crime Enforcement	Witness Protection
Crime Gun Analysis	Physical Security Services	
Crime Prevention and Community Safety	Polygraph	
Crime Stoppers	Provincial Anti-Terrorism	
Criminal Investigation Services and Major Case Management	Provincial Cybercrime Strategy	
Crisis Negotiation	Provincial Human Trafficking Strategy	
Drug Enforcement		

The above list corresponds with the *Adequacy and Effectiveness of Police Services Regulation (Adequacy Standards, O. Reg. 3/99)*. The list further provides an overview of various OPP programs and services but should not be considered complete.

CONTACT THE OPP

REACH THE OPP BY PHONE

- Call 9-1-1 for emergencies
- Don't hang up, stay on the line
- Call 1-888-310-1122 for non-emergency calls
- TTY 1-888-310-1133
(for the Deaf, Hard of Hearing and Speech Impaired)
- Know your location

SPEAK WITH AN OFFICER IN PERSON

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

PROVIDE AN ANONYMOUS TIP

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

REPORT ONLINE

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

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

You can use this system to report:

- Driving Complaints
- Lost/missing property
- Mischief/damage to property
- Mischief/damage to vehicle
- Stolen licence plate(s) and/or validation sticker
- Theft From vehicle
- Theft

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

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

Every time an accidental or hang-up 9-1-1 call is received, OPP officers are dispatched.

You may be taking police officers away from a real emergency.

#KnowWhenToCall

If you've dialed in error, stay on the line and speak with the communicator. This will eliminate the need for the emergency operator to call back. As per OPP policy, officers will still be dispatched to ensure you are safe.

ACTION PLAN

2023-2025

DUFFERIN DETACHMENT

506312 Highway 89
Mono, ON
L9V 1H9

Tel: 519-925-3838
Fax: 519-925-6462



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APPENDIX B Tab 2 2023-2025 Action Plan - Board Input

Further to our discussions during the public session of our January 16th regular meeting, I attach the OPP 2023-2025 Strategic Plan released on December 22, 2023.

Mike advised during the meeting that the corresponding 2023-2025 Action Plan for Dufferin County (our "Business Plan" under ASR (O. Reg. 3/99) s.30 and 32) had been prepared and was currently being reviewed internally prior to release.

I think it is important for the Board to understand the compliance implications of this under our new governance framework and the ASR and consider adopting a practical solution that I am suggesting below in highlighted text.

You will recall that last April the Board did provide 2023 input (attached) to Terry Ward pending release of the 2023-2025 Strategic Plan so we have had some "consultations", at least between the Board and the police service regarding our Business Plan. However, because of the timing and other circumstances beyond our control we have not been able to complete the full consultation process required under ASR s.30 and 32 as reflected in our new governance framework under the umbrella memo and Policies D3(p) and D3(r) recently co-signed by Council (all attached for convenience).

To remind you, ASR s. 30 and 32 provide as follows (read Business Plan as Action Plan):

- 30. (1) Every board shall prepare a business plan for its police force at least once every three years.
- (2) The business plan shall address,
 - (a) the objectives, core business and functions of the police force, including how it will provide adequate and effective police services;
 - (b) quantitative and qualitative performance objectives and indicators relating to,
 - (i)-(viii)
 - (c) information technology;
 - (d) resource planning; and
 - (e) police facilities.
- 32. (1) Every board shall enter into a protocol with its municipal council that addresses,
 - (a) the sharing of information with municipal council, including the type of information to be shared and the frequency for sharing such information;
 - (b) the dates by which the business plan and annual report shall be provided to municipal council;
 - (c) the responsibility for making public the business plan and annual report, and the dates by which the business plan and report must be made public; and
 - (d) if the municipal council chooses, the joint determination, and participation in, the consultation processes for the development of the business plan.
- (2) Every board shall consult with its municipal council, and the school boards, community organizations and groups, businesses and members of the public in the municipality it serves during the development of its business plan.

Our new governance structure and policies contemplate the above consultations during the development of the Business Plan. The policies are forward facing in this regard. We can't go back in time and retroactively implement them, but we are nevertheless bound by the requirements of the PSA and ASR which have been in effect for decades. Obviously, not all of the required consultations have been completed in relation to the 2023-2025 Business Plan/Action Plan.

Mike can correct me if I'm wrong, but my guess is that the OPP intends to release the 2023-2025 Action Plan for Dufferin County as a final product at this stage.

My recommendation is that we take a practical approach to compliance here. Notwithstanding that the full ASR consultations have not been completed in "developing" the 2023-2025 Business Plan/Action Plan, we have had input. I suggest that once the OPP releases the 2023-2025 Action Plan for Dufferin County that we review it as a Board, send it to Town Council (meet with Council as required), post it on our website for the information of "school boards, community organizations and groups, businesses and members of the public" and invite comment for purposes of providing ongoing feedback on the Plan that can be considered by the detachment and incorporated into the 2023, 2024 and 2025 Action Plan progress reports. If adopted, Todd and Lisa may want to socialize this approach with Council members.

I take additional comfort in adopting this approach because the new CSPA will result in significant changes that will modify the business planning process effective April 1st to put most of the lead responsibility in consulting/developing future action plans on the OPP.

If Board members would like to talk about this live Mary Lou can schedule a special meeting or put the matter on one of the upcoming special meetings discussed at our January 16th in-camera session.

Ian McSweeney
Vice-Chair on behalf of the Board
April 18, 2023



2022

PROGRESS REPORT



DUFFERIN DETACHMENT

OUR VISION

Safe Communities... A Secure Ontario

OUR MISSION

To serve our province by protecting its citizens, upholding the law and preserving public safety.



OUR VALUES

Serving with
**PRIDE,
PROFESSIONALISM
& HONOUR**

Interacting with
**RESPECT,
COMPASSION
& FAIRNESS**

Leading with
**INTEGRITY,
HONESTY
& COURAGE**

Always doing the right things for the right reasons

DUFFERIN
2022 Progress Report
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Message from the Detachment Commander

I am pleased to present the Dufferin 2022 Action Plan Progress Report. As we look back over the past year, we recognize the many policing successes we have had including:

- The implementation of the Mental Health Crisis Response Team (MCRT) to better support and assist to those suffering from mental health in our community.
- Increased engagement and enhanced partnerships with community partners to better support victims of crime.



We continue to focus on the reduction of harm and victimization, specifically violent crime, property crime, illicit drugs, and cybercrime.

Dufferin Detachment remains committed to a traffic safety approach that will change driver behaviours responsible for injuries and deaths on roadways, waterways, and trails. We will continue to partner, engage, and educate to find solutions in demands for service involving persons with mental health illness or in a mental crisis.

As we look forward, we will continue to ensure our communities have the service delivery they require. The goals for next year for our detachment will be:

- Enhancement of the detachment offender management program with a focus on violent and habitual offenders and ensuring alignment with provincial strategies.
- A review of internal processes with the goal of promoting officer visibility and availability in the community by reducing administrative duties and tasks.
- A focus on intimate partner violence (IPV) investigations to ensure the immediate and longer-term needs of IPV victims are met while indicating to offenders that society does not tolerate violence.
- Continuing to promote traffic safety on our roads and trails by participating in local and provincial traffic safety initiatives as well as conducting proactive day to day enforcement and community engagement.

The dedication of our members, together with the support of our municipalities, will ensure our continued success in keeping our communities safe.

Inspector Terry Ward
Detachment Commander
Dufferin Detachment

Summary of Commitments

The OPP's action planning process ensures compliance with the Adequacy and Effectiveness of Police Services Regulation (Adequacy Standards) filed as O. Reg. 3/99 in 1999.

Through analysis and consultation, the following areas of focus were identified for the next three years. These are reflective of local issues; activities will be addressed, monitored and adjusted as needed.

Crime	Roadways, Waterways and Trails	Other
To address and prevent crime.	To sustain a continuous and year-round focus on the causal factors of motorized vehicle collisions (MVCs).	Continue our partnership with the crisis workers of the Canadian Mental Health Association (CMHA) in order to provide real time assistance to those in mental health crisis and those with a substance abuse disorder. Develop additional relationships with our community partners to identify where police resources can be diverted and leverage available resources for those in mental health crisis and those with a substance abuse disorder.
		To develop Transfer of Care (TOC) protocols with relevant health-care facilities.
		To streamline collision reporting.

Overview

OPP Facilities

Table 1.1

Facility	Count
Host detachment	1
Satellite Office	1
Community Service Office	0

First Nations Served by the OPP

Table 1.2

	Count
# of directly policed First Nation Communities	0
# of OPP Administered First Nation Communities	0

Hours (Field Personnel)

Table 1.3

	2020	2021	2022
01_ADMIN	12,618.25	23,299.75	27,805.00
02_COURT	2,390.25	3,668.00	3,856.00
03_CRIME	11,196.25	26,219.00	25,637.00
04_STATUTES	2,901.00	4,257.75	4,340.75
05_MUNICIPAL BY-LAWS	158.50	492.75	441.75
06_OPERATIONAL/SPECIALTY UNIT SUPPORT	8,921.75	19,841.50	25,857.25
07_PATROL	13,053.00	28,225.50	25,060.75
08_TRAFFIC	7,957.00	14,279.00	14,113.25
09_TRAINING	3,675.25	9,155.50	8,228.50
10_UNGROUPED	0.00	0.00	0.00
11 - TOTAL FRONTLINE HOURS	62,871.25	129,438.75	135,340.25

Criminal Code & Provincial Statute Charges Laid

Table 1.4

Category	2020	2021	2022
HTA	3,925	9,348	10,797
Criminal Code Traffic	183	214	204
Criminal Code Non-Traffic	655	1,152	1,183
LLA/LLCA	63	146	93
Other	393	1,076	1,110

Crime Data

Violent Crimes

Table 2.1

Offences	2020	2021	2022	Clearance Rate
01 - Homicide	0	0	0	--
02 - Other Offences Causing Death	0	0	0	--
03 - Attempted Murder	0	1	0	--
04 - Sexual Offences	28	47	54	57.41%
05 - Assaults/Firearm Related Offences	80	135	177	72.88%
06 - Offences Resulting in the Deprivation of Freedom	0	0	2	100.00%
07 - Robbery	2	8	11	36.36%
08 - Other Offences Involving Violence or the Threat of Violence	54	109	142	30.28%
09 - Offences in Relation to Sexual Services	0	0	0	--
10 - Total Violent Crime	164	300	386	54.15%

Property Crimes

Table 2.2

Offences	2020	2021	2022	Clearance Rate
01 - Arson	1	2	2	0.00%
02 - Break and Enter	57	61	85	25.88%
03 - Theft Over	44	101	95	18.95%
04 - Theft Under	188	511	513	10.14%
05 - Have Stolen Goods	5	14	10	70.00%
06 - Fraud	98	223	286	12.24%
07 - Mischief	71	221	265	12.83%
08 - Total Property Crime	464	1,133	1,256	13.38%

Other Criminal Code

Table 2.3

Offences	2020	2021	2022	Clearance Rate
01 - Illegal Gaming and Betting	0	0	0	--
02 - Offensive Weapons - Careless use of firearms	1	20	30	30.00%
03 - Failure to Comply - Judicial Orders/Unlawfully at Large	53	148	115	87.83%
04 - Disturb the Peace	7	34	43	6.98%
05 - Child Pornography	2	6	4	25.00%
06 - Other Criminal Code (Ex. Traffic)	17	44	37	32.43%
07 - Total Other Criminal Code	80	252	229	55.02%

Drugs

Table 2.4

Offences	2020	2021	2022	Clearance Rate
01 - CDSA Possession	17	24	18	83.33%
02 - CDSA Trafficking	10	18	28	50.00%
03 - CDSA Importation & Production	1	0	0	--
04 - Cannabis Possession	0	1	0	--
05 - Cannabis Distribution	0	1	1	100.00%
06 - Cannabis Sale	0	0	3	66.67%
07 - Cannabis Importation & Exportation	0	0	0	--

08 - Cannabis Production	1	0	0	--
09 - Other Cannabis Violations	0	0	0	--
10 - Total Drugs	29	44	50	64.00%

Federal Statutes**Table 2.5**

Offences	2020	2021	2022	Clearance Rate
	1	2	4	50.00%

Cybercrime**Table 2.6**

	2020	2021	2022
14 - Total Cybercrime/Cyber Enabled Occurrences	28	47	61

Intelligence-Led Policing – Crime Abatement Strategy**Table 2.7**

Number of Checks	Number of Charges
2	2

2022 Crime Progress Results

To address and prevent crime in our communities.

To identify alternative response solutions for non-police-related demands for service that impact police resourcing in our communities.

Commitment	Progress Status	Progress Update
To address and prevent crime in our communities.	Success Demonstrated	<p>Promoted the ongoing development of frontline officers by making available temporary learning opportunities in the Major Crime Unit and the Community Street Crime Unit.</p> <p>Engaged the OPP Auxiliary Unit to conduct educational outreach activities to the community directed toward crime prevention, specifically frauds and scams that target vulnerable persons.</p> <p>In 2022, there were 309 hours of foot patrol conducted by uniform officers.</p> <p>Bicycles for officers have been purchased and training is underway for uniform bike patrol in the community.</p> <p>Built relationships with local media to enhance communication with the public regarding crime prevention and investigations.</p>

Traffic Data

Motor Vehicle Collisions (MVC) by Type

Table 3.1

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

Offences	2020	2021	2022
Fatal Motor Vehicle Collisions	4	4	2
Personal Injury Collisions	112	116	127
Property Damage Collisions	581	919	1,088
Alcohol/Drug-Related Collisions	30	40	39
Animal-Related Collisions	152	179	175
Speed-Related Collisions	128	150	170
Inattentive-Related Collisions	93	196	226
Persons Killed	4	4	3
Persons Injured	170	161	177

Primary Causal Factors in Fatal MVCs on Roadways

Table 3.2

Offences	2020	2021	2022
Fatal Motor Vehicle Collisions Where Primary Cause is Speed	0	1	0
Fatal Motor Vehicle Collisions Where Primary Cause is Alcohol/Drug	0	1	0
Persons Killed Where Lack of Seatbelt Use is a Factor	2	0	0
Fatal Motor Vehicle Collisions Where Primary Cause is Inattentive	1	0	1
Fatal Motor Vehicle Collisions Where Animal is the Primary Cause	0	0	0

Fatalities in Detachment Area

Table 3.3

Fatality Type	Category	2020	2021	2022
Roadway	Fatal Incidents	3	3	2
	Persons Killed	3	3	3
	Alcohol/Drug-Related Incidents	0	1	0
Marine	Fatal Incidents	0	0	0
	Persons Killed	0	0	0
	Alcohol/Drug-Related Incidents	0	0	0
Off-Road Vehicle	Fatal Incidents	1	1	0
	Persons Killed	1	1	0
	Alcohol/Drug-Related Incidents	0	0	0
Motorized Snow Vehicle	Fatal Incidents	0	0	0
	Persons Killed	0	0	0
	Alcohol/Drug-Related Incidents	0	0	0

2022 Roadways, Waterways and Trails Progress Results

Increased safety in the community is achieved when motor vehicle collisions are reduced. Past analysis and targeted enforcement has resulted in a reduction in the number of motor vehicle collisions in the past and is expected to have the same result going forward.

A commitment by logistical company owners and operators to the proper maintenance of vehicles, and a reduction in commercial motor vehicle related incidents as a result of consistent activities by the Dufferin OPP and Central Region Traffic Management Team.

Increasing the apprehension and prosecution of violators who engage in “The Big 4” activities, and reducing the number of “Big 4” behaviours, leading to safer communities.

Partnerships will lead to collaboration and cooperation to resolve situations that may result in unsafe driving behaviours such as speeding, disobeying signs and aggressive driving.

Commitment	Progress Status	Progress Update
To sustain a continuous and year-round focus on the causal factors of motorized vehicle collisions	Success Demonstrated	<p>Conducted directed blitzes in our communities to address local concerns with traffic safety, including cell phone, commercial motor vehicle safety and excessive noise enforcement. Led the province in total charges in several safety campaigns and conducted 225 festive Reduce Impaired Driving Everywhere (RIDE) events, checking over 8,500 vehicles for impaired drivers.</p> <p>Four ‘Black Cat’ speed monitoring devices have been deployed in several areas around Dufferin County. These devices have provided data that has assisted with directed traffic patrol and enforcement.</p> <p>Introduced two snowmobiles and two all terrain vehicles (ATVs) to the Dufferin OPP fleet, significantly expanding our ability to patrol the County’s trails. Five members have conducted 10 hours of snowmobiles patrol and six members have conducted 87 hours of ATV patrol.</p> <p>Regional Operations Analysts (ROAs) provided traffic complaint heat maps and data to Dufferin Detachment. This data is analyzed and shared locally to plan future initiatives.</p>

Other Policing Data

Mental Health Occurrences**Table 4.1**

2020	2021	2022
184	582	751

2022 Brief Mental Health Screener (BMHS) Statistics**Table 4.2**

# of Mental Health Occurrences Where Contact Was Made	Involuntary Apprehensions	Diversion/Referrals	Previous Police Contact
694	31%	72%	13%

Overdose and/or Suspected Overdose Occurrences**Table 4.3**

Type of Occurrence	2020	2021	2022
1 - Non-Fatal Opioid Overdose	6	21	11
2 - Non-Fatal Non-Opioid Overdose	10	15	17
3 - Fatal Opioid Overdose	1	3	1
4 - Fatal Non-Opioid Overdose	0	1	0

2022 Other Progress Results

Partnering with other community stake holders is paramount in meeting the needs of our community. There are many services available and by partnering with other services, our community will not only be safer but also have a better feeling of wellness.

Commitment	Progress Status	Progress Update
<p>Continue our partnership with the crisis workers of the Canadian Mental Health Association in order to provide real time assistance to those in mental health crisis and those with a substance abuse disorder.</p> <p>Involve social service stakeholders through continued officer referrals in an effort to ensure the appropriate resources are engaged.</p> <p>Develop additional relationships with our community partners to identify where police resources can be diverted and leverage available resources for those in mental health crisis and those with a substance abuse disorder.</p>	Success Demonstrated	<p>The Mental Health Crisis Response Team (MCRT) has been deployed with a dedicated officer and mental health crisis nurse. Additional platoon members have been trained, increasing our capacity to respond to mental health related calls for service.</p> <p>Ongoing OPP representation and participation in local community agency working groups and committees including the Sexual Assault Advisory Committee (SAAC), High Risk Review Team (HRRT), and the Family Transition Place (FTP).</p>
To develop Transfer of Care protocols with relevant healthcare facilities.	Success Demonstrated	<p>A process for the transfer of care of victims of sexual assault has been developed with the program lead of the Sunrise Centre for Sexual Assault and Domestic Violence Treatment at Headwaters Healthcare Centre. This ensures that victims are attended to by a nurse in the quickest time possible 24 hours a day.</p> <p>Discussions will continue in 2023 to establish further collaboration regarding formalizing a standard transfer of care agreement with local health care centres for other patients.</p>
To streamline collision reporting.	Success Demonstrated	<p>Currently, there is no Collision Reporting Centre available in Dufferin County OPP locations.</p> <p>Social media has played a critical role with advising the public of safety measures to take after a motor vehicle collision as well as the collision reporting process.</p>

Endnotes

Table 1.3 Hours (Field Personnel)

Source: Ontario Provincial Police, Daily Activity Reporting (DAR) System (2023/02/02)

Note: Based on Total hours of activity reported in DAR under selected Obligated Duty Codes reported to Home Location.

Excludes hours worked by First Nations members (OFNPA), civilians and members at and above the rank of Staff Sergeant and those reporting to General Headquarters.

Table 1.4 Criminal Code & Provincial Statute Charges Laid

Source: Ontario Provincial Police, Niche Records Management System (RMS) for Criminal Code Traffic, Criminal Code Non-traffic, Controlled Drug & Substance Act, and Federal Cannabis Act charge data (2023/03/13)

Ministry of Attorney General, Integrated Court Offence Network (ICON) for Highway Traffic Act, Liquor License Act, Provincial Cannabis and other charges (2022/03/28)

Charges are based on date charge added into the ICON system and not date of offence.

The change in methodology from ICON only to ICON and RMS was used to offset certain missing charge data points for the 2022 year. The ICON data is only available at the provincial level and is unable to be reduced to regional or detachment level accurately which is where RMS data is used. The new mixed methodology combines data from both ICON and RMS databases for a more accurate reflection of charge numbers.

Tables 2.1, 2.2, 2.3, 2.4, 2.5

Source: Niche Records Management System (RMS) (2023/03/15)

Note: Actual occurrences, Stats Can Valid occurrences only, Non-FN Coverage Types only, Primary Offence Level only, Violent & Property Crime, Other Criminal Code and Federal Statute categories aligned with public reporting standards. For a more detailed explanation of Uniform Crime Reporting Codes see Statistics Canada,

Uniform Crime Reporting at www.statcan.gc.ca

Clearance rates displayed are for 2022 only.

Table 2.1 Violent Crimes

Corresponding Primary Offence Levels

01* Murder 1st Degree, Murder 2nd Degree, Manslaughter, Infanticide

02 Criminal Negligence Causing Death, Other Related Offences Causing Death

03 Attempted Murder, Conspire to Commit Murder

04 Aggravated Sexual Assault, Sexual Assault with a Weapon, Sexual Assault, Other Criminal Code * Sec. 151 – Sec. 160, Sexual Interference, Invitation to Sexual Touching, Sexual Exploitation, Sexual Exploitation of a Person with a Disability, Incest, Corrupting Morals of a Child, Sexually Explicit Material to Child with Intent, Luring a Child via a Computer, Anal Intercourse, Bestiality – Commit/Compel/Incite Person, Voyeurism

05 Aggravated Assault Level 3, Assault with a Weapon, Assault Level 1, Unlawfully Causing Bodily Harm, Discharge Firearm with Intent, Using Firearm (or imitation) in commission of offence, Pointing a Firearm, Assault Peace Officer, Assault Peace Officer with a Weapon OR Cause Bodily Harm, Aggravated Assault on Peace Officer, Criminal Negligence – Bodily Harm, Trap Likely to or Cause Bodily Harm, Other Assaults / Admin Noxious thing

06 Kidnapping / Confinement, Kidnapping, Forcible Confinement, Hostage Taking, Trafficking in Persons, Abduction Under 14, Abduction Under 16, Remove Child from Canada, Abduction Contravening A Custody Order, Abduction – No Custody Order

07 Robbery, Robbery of Firearms

08 Extortion, Intimidation of a Justice System Participant or a Journalist, Intimidation of a Non-Justice Participant, Criminal Harassment, Threatening / Indecent Phone Calls, Utter Threats, Explosives, Arson – Disregard for Human Life, Other Criminal Code * against public order

*Homicide Data is extracted from Homicide Survey

Table 2.2 Property Crimes

Corresponding Primary Offence Levels

01 Arson

02 Break & Enter, Break & Enter – Firearms, Break & Enter – Steal firearm from motor vehicle

03 Theft Over, Theft Over \$5,000 – Motor Vehicle, Theft from Motor Vehicles Over \$5,000, Theft Over \$5,000 Shoplifting, Theft of Motor Vehicle

04 Theft Under \$5,000, Theft Under \$5,000 – Motor Vehicle, Theft from Motor Vehicles Under \$5,000, Theft Under \$5,000 Shoplifting

05 Possession of Stolen Goods, Trafficking in Stolen Goods over \$5,000 (incl. possession with intent to traffic), Possession of Stolen Goods over \$5,000, Trafficking in Stolen Goods under \$5,000 (incl. possession with intent to traffic), Possession of Stolen Goods under \$5,000

06 Fraud, Identity Theft, Identity Fraud

07 Mischief, Mischief to Property Over \$5,000 Exp., Mischief to Property Under \$5,000 Exp., Mischief to Religious Property Motivated by Hate, Altering / Destroying / Removing a vehicle identification number

Table 2.3 Other Criminal Code

Corresponding Primary Offence Levels

01 Offensive Weapons – Explosives, Use of Firearm in Offence, Offensive Weapons – Weapons Trafficking, Possess Firearm while prohibited, Other Criminal Code * Sec. 78 – Sec. 96, Import / Export – Firearm / Weapon / Ammunition / Device, Offensive Weapons – Point Firearm, Other Criminal Code * Sec. 105 – Sec. 108, Breach of Firearms Regulation – Unsafe Storage

02 Prostitution – Bawdy House, Live on avails of prostitution, Parent / Guardian Procure sexual activity, Prostitution under 18 – Procuring, Prostitution – Other Prostitution, Betting House, Gaming House, Other Gaming and Betting, Bail Violations, Counterfeit Money, Disturb the Peace, Escape Custody, Indecent Acts, Child Pornography, Voyeurism, Public Morals, Lure Child via Computer, Obstruct Public Peace Officer, Prisoner Unlawfully at Large, Trespass at Night, Fail to Attend Court, Breach of Probation, Threatening / Harassing Phone Calls, Utter Threats to Property / Animals, Advocating Genocide, Public Incitement of Hatred, Unauthorized record for sale, rental, comm. Distribution, Other Criminal Code * Sec. 46 – Sec. 78.1, Property or Services for Terrorist Activities, Terrorism – Property, Participate in Activity of Terrorist Group, Facilitate Terrorist Activity, Instruct Terrorist Act, Harbour or conceal a Terrorist, Hoax Terrorism, Offensive Weapons – Careless use of firearms, Bribery / Perjury, Other Criminal Code * Sec. 176 – Sec. 182, Interception / Disclosure of Communication, Other Criminal Code * Sec. 215 – Sec. 319, Other Criminal Code * Sec. 337 – Sec. 352, Other Criminal Code * Sec. 415 – Sec. 427, Intimidation of Justice System Participant, Other Criminal Code * Sec. 437 – Sec. 447, Offences Related to Currency, Proceeds of Crime, Attempts, Conspiracies, Accessories, Instruct Offence for Criminal Organization, Commission of offence for Criminal Organization, Participate in Activities of Criminal Organization, Other Criminal Code * Sec. 462 – Sec. 753

Table 2.4 Drugs

Corresponding Primary Offence Levels

01 Possession–Heroin, Possession–Cocaine, Possession–Other Controlled Drugs and Substances Act (CDSA), Possession–Cannabis, Possession–Methamphetamine (Crystal Meth), Possession–Methylenedioxymphetamine (Ecstasy)
 02 Trafficking–Heroin, Trafficking–Cocaine, Trafficking–Other CDSA, Trafficking–Cannabis, Trafficking–Methamphetamine (Crystal Meth), Trafficking–Methylenedioxymphetamine (Ecstasy)
 03 Import/Export–Heroin, Import/Export–Cocaine, Import/Export–Other Drugs, CDSA *Sec.6 Import/Export

Table 2.5 Federal Statutes

Corresponding Primary Offence Levels

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

Table 2.6 Cybercrime Occurrences

Source: Ontario Provincial Police, Uniform Crime Reporting Criminal Code data, Niche RMS custom query (2023/02/09), actual occurrences only.
 Data extracted based on RMS occurrence Type being one of 9 Cybercrime/Cyber Enabled Crime types, or Cybercrime Indicator flag of Yes (01)

Table 2.7 Intelligence-Led Policing – Crime Abatement Strategy

Source: Niche Records Management System RDP data extract (2023/04/03)

Table 3.1 Motor Vehicle Collisions by Type

(Includes Roadway, Off-Road and Motorized Snow Vehicle Collisions)

Source: Ontario Provincial Police, Collision Reporting System (eCRS), (2023/03/13)

Note:

- Count of Reportable Fatal, Personal Injury and Property Damage Collisions entered into the eCRS, regardless of report completion status, where the Report Type field is 'MVC', 'ORV' or 'MSV'.
- Count of Speed-Related Collisions includes collisions where the Contributing Factor field is 'Speed – Excessive' or 'Speed – Too Fast for Conditions' OR the Driver Action field is 'Exceeding Speed Limit' or 'Speed – Too Fast for Conditions'.
- Count of Alcohol/Drug-Related Collisions includes collisions where the Alcohol/Drug Involved field is 'Yes' OR the Contributing Factor field is 'Ability Impaired – Alcohol' or 'Ability Impaired – Drugs' OR the Driver Condition field is 'Had Been Drinking' or 'Ability Impaired, Alcohol Over .08' or 'Ability Impaired, Alcohol' or 'Ability Impaired, Drugs'.
- Count of Inattentive-Related (Distracted) Collisions includes collisions where the Contributing Factor field is 'Inattentive Driver' OR the Driver Condition field is 'Inattentive'.
- Count of Animal-Related collisions includes collisions where the Contributing Factor field is 'Animal – Wild or Domestic' OR the Wildlife Involved field is not null OR the Sequence of Events field is 'Moveable Objects – Domestic Animal' or 'Moveable Objects – Wild Animal'.

Table 3.2 Primary Causal Factors in Fatal Motor Vehicle Collisions on Roadways

Source: Ontario Provincial Police, Collision Reporting System (eCRS), (2023/03/13)

Note:

- Count of Fatal Roadway Collisions entered into the eCRS, regardless of report completion status, where the Report Type field is 'MVC' AND the Classification field is 'Fatal Injury'.
- Total Fatal Roadway Collisions includes collisions where causal factors are not listed in this table.
- Count of Speed-Related Collisions includes collisions where the Contributing Factor field is 'Speed – Excessive' or 'Speed – Too Fast For Conditions' OR the Driver Action field is 'Exceeding Speed Limit' or 'Speed – Too Fast For Conditions'.
- Count of Alcohol/Drug-Related Collisions includes collisions where the Alcohol/Drug Involved field is 'Yes' OR the Contributing Factor field is 'Ability Impaired – Alcohol' or 'Ability Impaired – Drugs' OR the Driver Condition field is 'Had Been Drinking' or 'Ability Impaired, Alcohol Over .08' or 'Ability Impaired, Alcohol' or 'Ability Impaired, Drugs'.
- Count of Inattentive-Related (Distracted) Collisions includes collisions where the Contributing Factor field is 'Inattentive Driver' OR the Driver Condition field is 'Inattentive'.
- Count of Persons Killed Not Wearing Seatbelt includes victims where the Nature of Injuries field is 'Fatal' AND the Position field is within the vehicle (codes 01-07 or L1-L7) AND the Vehicle Type field is (codes 01,04-13,00) AND the Safety Equipment Used field is (codes 09-10) AND the Vehicle Manoeuvre field is not 'Parked'.
- Count of Animal-Related collisions includes collisions where the Contributing Factor field is 'Animal – Wild or Domestic' OR the Wildlife Involved field is not null OR the Sequence of Events field is 'Moveable Objects – Domestic Animal' or 'Moveable Objects – Wild Animal'.

Table 3.3 Fatalities in Detachment Area

Source: Ontario Provincial Police, Collision Reporting System (eCRS), (2023/03/13)

Note:

- Count of Fatal Collisions/Incidents and Persons Killed entered into the eCRS, regardless of report completion status, where the Classification field is 'Fatal Injury' and the Report Type field is either MVC, ORV, MSV or Marine.
- Count of Alcohol/Drug-Related Incidents is a count of the incidents/collisions where the Alcohol/Drug Involved field is 'Yes' OR the Contributing Factor field is 'Ability Impaired - Alcohol' or 'Ability Impaired - Drugs' OR the Driver Condition field is 'Had Been Drinking' or 'Ability Impaired, Alcohol Over .08' or 'Ability Impaired, Alcohol' or 'Ability Impaired, Drugs'.
- Motorized Snow Vehicle Statistics are reported in this table by season (season defined as reporting period October 1st to April 30th).

Table 4.1 Mental Health Occurrences

Source: Records Management System (RMS Niche) Custom Query, (2023/04/12).

Note: Occurrences between 2020/01/01 00:00 and 2022/12/31 23:59 * Occurrences with MH UCR Code 8529

Table 4.2 Brief Mental Health Screening Forms

Source: Records Management System (RMS Niche), SPSS BMHS Dataset, (2023/04/12)

Table 4.3 Overdose/Suspected Overdose

Source: Ontario Provincial Police, Uniform Crime Reporting Criminal Code Data (2023/04/24)
Niche RMS custom query based on UCR 8575.0115 (non-opioid overdose) or 8575.0120 (opioid overdose) both with and without 8530.0060 (fatal overdose).



2022

PROGRESS REPORT

PROGRAMS & SERVICES

Administration of the Ontario First Nations Policing Agreement	Drug Enforcement	Provincial Asset Forfeiture
Auxiliary Policing/Chaplaincy	Drug Evaluation and Classification	Provincial Biker Enforcement
Aviation/Flight Operations	Emergency Management and Preparedness	Provincial Contraband Tobacco Enforcement
Bloodstain Pattern Analysis	Emergency Response	Provincial Cybercrime Strategy
Breath Analysis/Drug Recognition	Explosives Disposal/Render Safe Investigations	Provincial Emergency Operations Centre
Canine Operations	Federal Firearms Program Delivery	Provincial Guns and Gangs Strategy
Chemical, Biological, Radiological, Nuclear and Explosive Response	Federal and Provincial Road Safety Countermeasures	Provincial Illegal Cannabis Enforcement
Child Exploitation Investigation	Firearm Verification and Analysis Unit	Provincial Illegal Gaming Investigation
Civil Litigation File Coordination	Forensic Identification Services	Provincial Liaison Team
Civilian Data Entry	Forensic Interviewing and Polygraph	Provincial Operations Centre
Clandestine Laboratory Investigative Response	Forensic Psychiatry and Research	Provincial Repeat Offender Parole Enforcement
Collision Reconstruction and Investigation	Forensic Video Analysis	Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet
Collision Reporting Centres	Fraud, Corruption, Economic/ Financial Crime Investigation	Provincial Tow Program
Commercial Vehicles and Dangerous Goods	Hate Crime/Extremism Investigation	Provincial Weapons Enforcement
Communications	Incident Command	Public Order
Community Liaison; Hate/Bias Incident Response	Indigenous Awareness Training	Recorded Patrol
Community Policing	Indigenous Policing	Remotely Piloted Aircraft Systems
Community Street Crime Units	Information Technology	RIDE (Reduce Impaired Driving Everywhere)
Complaint Investigation	Intelligence	Search and Rescue
Computer-Aided Dispatch	Justice Officials Protection and Investigation Section	Security Assessments
Court Case Management	Marine, Motorized Snow and Off-road Vehicle and Motorcycle Patrol	Security Enquiries
Crime Analysis	Media Relations	Surveillance — Electronic and Physical
Crime Gun Analysis	Mental Health and Abuse Issues	Tactical and Emergency Medical
Crime Prevention and Community Safety	Mobile Crisis Response Teams	Tactics and Rescue
Crime Stoppers	Missing Persons and Unidentified Bodies	Technology Disclosure
Criminal Investigation Services and Major Case Management	Offender Transportation	Threat and Behaviour Analysis
Crime Linkage Analysis (DNA and Provincial ViCLAS Centre)	Ontario Sex Offender Registry	Traffic Safety
Crisis Negotiation	Organized Crime Enforcement	Training
Critical Infrastructure Protection, Planning and Support	Physical Security Services	Undercover Operations
Cybercrime Investigations	Prescription Drug Diversion	Underwater Search and Recovery
Digital Evidence	Provincial Alcohol and Gaming Enforcement	United Nations Policing Missions
DNA Coordination	Provincial Anti-Human Trafficking Strategy	Urban Search and Rescue
	Provincial Anti-Terrorism	Victim Assistance, Support and Response
		Witness Protection

CONTACT THE OPP

REACH THE OPP BY PHONE

- Call 9-1-1 for emergencies
- Don't hang up, stay on the line
- Call 1-888-310-1122 for non-emergency calls
- TTY 1-888-310-1133
(for the Deaf, Hard of Hearing and Speech Impaired)
- Know your location

SPEAK WITH AN OFFICER IN PERSON

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

PROVIDE AN ANONYMOUS TIP

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

REPORT ONLINE

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

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

You can use this system to report:

- Driving Complaints
- Lost/missing property
- Mischief/damage to property
- Mischief/damage to vehicle
- Stolen licence plate(s) and/or validation sticker
- Theft From vehicle
- Theft

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

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

Every time an accidental or hang-up 9-1-1 call is received, OPP officers are dispatched.

You may be taking police officers away from a real emergency.

#KnowWhenToCall

If you've dialed in error, stay on the line and speak with the communicator. This will eliminate the need for the emergency operator to call back. As per OPP policy, officers will still be dispatched to ensure you are safe.

2022

PROGRESS REPORT

DUFFERIN DETACHMENT

506312 Highway 89
Mono, Ontario
L9V 1H9

Tel: (519) 925-3838
Fax: (519) 925-6462



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Ontario Provincial Police
Police provinciale de l'Ontario

Media Release/ Communiqué

FROM/DE: Corporate Communications

DATE: November 1, 2024

OPP RELEASES 2023 ANNUAL REPORT

*500 Officers Hired, More than 2 Million Calls Received,
Response to a Traffic Event Every 4 Minutes*

(Orillia, ON) – The Ontario Provincial Police (OPP) is pleased to release its 2023 Annual Report. The new enhanced electronic report has interactive content with links to additional information and previous years' statistics for added context and includes embedded videos and podcasts. The Annual Report can be viewed on the [OPP's website at opp.ca](https://www.opp.ca).

This report aligns with the OPP's 2023-2025 Strategic Plan that provides direction and guides the OPP's actions through its priorities of *People, Work and Communities* reaffirming its vision of *Safe Communities... A Secure Ontario*.

Did you know that in 2023, the organization hired and trained more than 500 new recruits and experienced officers? This was an increase of almost 40 per cent from 2022. Through call-takers to dispatchers to officers on the frontline, the OPP received more than 2 million calls for service last year. In 2023, OPP officers were dispatched to a traffic event every four minutes.

In an effort to keep Ontario roadways safe in 2023, OPP officers initiated a traffic stop every 80 seconds representing an increase of 26 per cent over 2022. Unfortunately, drivers continued to choose to drive while impaired. OPP officers issued more than 11,000 impaired charges in an ongoing effort to protect the safety of all motorists.

Additionally, the OPP's Criminal Investigation Branch investigated 160 major crimes including 40 homicides in 2023. The OPP also removed \$15.4 million estimated street value of illicit drugs from the communities we serve through the work of the Organized Crime Enforcement Bureau.

With the incidence of chronic violent offenders given judicial interim release and committing further violent criminal acts thereafter, the importance of bail reform was made clear. Following OPP appearances before several Standing Committees calling for meaningful legislative change, several bail reform initiatives were introduced in 2023, including Bill C-48. This Bill makes targeted changes to the Criminal Code's bail regime to address serious repeat violent offenders with weapons in an effort to enhance the safety of officers and all citizens of Ontario.

These are just a few of the highlights showcased in the [OPP 2023 Annual Report](#) that illustrate the OPP's commitment to combat crime and enhance community safety within its jurisdictions across Ontario. The [full report can be found here](#).



Ontario Provincial Police
Police provinciale de l'Ontario

Media Release/ Communiqué

Quote:

"I am immensely proud of our organization's achievements over the past year. Our dedication to the safety and well-being of the communities we serve across the province remains unwavering."

– OPP Commissioner Thomas Carrique

- 30 -

Media Contact:

Staff Sergeant Robert Simpson
Acting Manager Media Relations
Ontario Provincial Police
905-373-2139

Robert.P.Simpson@opp.ca

X: @OPP_News

FB/IN: @OntarioProvincialPolice



ANNUAL REPORT

ONTARIO PROVINCIAL POLICE // OPP.CA

OUR VISION

Safe Communities...
A Secure Ontario

OUR MISSION

To serve our province by
protecting its citizens,
upholding the law
and preserving
public safety.

OUR VALUES

Serving with
PRIDE,
PROFESSIONALISM
& **HONOUR**

Interacting with
RESPECT,
COMPASSION
& **FAIRNESS**

Leading with
INTEGRITY,
HONESTY
& **COURAGE**



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Look for the OPP flash in the top corner of each interactive page to identify the presence of videos, [interactive hover boxes](#) and [hyperlinks](#).

MESSAGE FROM THE COMMISSIONER

On behalf of the Commissioner’s Command Team and all members of the OPP, I am proud to showcase our accomplishments over the previous year with the 2023 OPP Annual Report. This report aligns with our 2023-2025 Strategic Plan and fortifies our commitment to combat crime, enhance community safety and promote well-being within our organization and the communities we police across Ontario.

With great sadness, I must recognize the tragic losses our organization suffered in 2023. On May 11, Sergeant Eric Mueller of the Russell County Detachment was fatally shot while responding to a disturbance call at a home in Bourget. Provincial Constable Marc Lauzon was shot and seriously/critically injured with PC Francois Gamache-Asselin also treated for injuries. Detective Constable Steven Tourangeau of the Huron-Perth Community Street Crime Unit was driving an unmarked service vehicle on May 29 when he was involved in a motor vehicle collision. Tragically, Detective Constable Tourangeau died of his injuries. Sadly, a member of the public also perished in this collision. The devotion and service to our communities of those who serve will never be forgotten.

These tragic events affect all members of the OPP, and we remain committed to supporting their well-being. In addition to our existing member resources, our Healthy Workplace Team established the Reintegration Unit to assist uniform members in returning to their positions and to help them achieve their professional and personal best. In the face of adversity and loss, our members remain resilient in their commitment to keep their communities safe.

With the incidence of chronic violent offenders given judicial interim release and committing further violent criminal acts thereafter, the importance of bail reform was made clear. Following OPP appearances before several Standing Committees calling for meaningful legislative change, several bail reform initiatives were introduced in 2023, including Bill C-48. This Bill makes targeted changes to the Criminal Code’s bail regime to address serious repeat violent offenders with weapons in an effort to enhance the safety of officers and all citizens of Ontario.

In 2023, our organization hired and trained more than 500 new recruits and experienced officers. From call takers to dispatchers to our officers on the frontline, the




OPP continued to proudly serve communities in Ontario, receiving more than two million calls for assistance in our communication centres, and dispatching officers to more than 1.2 million calls for service last year. Our officers diligently work to ensure roadways within the province continue to be safe for all motorists.

Drivers continue to choose to drive while impaired. In an ongoing effort to remove impaired drivers from Ontario roadways, OPP officers issued over 11,000 impaired driving charges to protect the safety of all motorists.

Our officers diligently work to ensure roadways within the province continue to be safe for all motorists. Drivers continue to choose to drive while impaired. In an ongoing effort to remove impaired drivers from Ontario roadways, OPP officers issued over 11,000 impaired driving charges to protect the safety of all motorists.

Over the last few years, Ontario has seen a surge in the number of vehicle thefts and carjackings taking place. An OPP-led joint forces team was formed to address auto theft from an organized crime lens. From September 15 to December 31, 2023, 66 arrests were made and 99 vehicles were recovered. Additionally, in 2023, the OPP seized \$15.4 million total value of drugs through the Organized Crime Enforcement Bureau.

I’m immensely proud of our organization’s achievements over the past year. Our dedication to the safety and well-being of the communities we serve across the province remains unwavering. I eagerly anticipate the accomplishments that lie ahead in the coming year and years to come.

 Thomas Carrique, C.O.M.
Commissioner
Ontario Provincial Police

AN OVERVIEW OF 2023 AT THE OPP



SAFE COMMUNITIES... A SECURE ONTARIO

OUR ORGANIZATION

The Commissioner is the highest-ranking member of the OPP and is responsible for overseeing all aspects of OPP service. The organization is divided into five commands: Culture and Strategy Services, Field Operations, Investigations and Organized Crime, Corporate Services, and Traffic Safety and Operational Support.



THOMAS CARRIQUE
COMMISSIONER



KARI DART
DEPUTY COMMISSIONER
PROVINCIAL COMMANDER



Culture and Strategy Services*

- Corporate Communications and Strategy Management Bureau
- Office of Professionalism, Respect, Inclusion and Leadership

- Business Management Bureau
- Career Development Bureau
- Fleet, Supply and Weapons Services Bureau
- Municipal Policing Bureau



KAREN MEYER
A/DEPUTY COMMISSIONER
PROVINCIAL COMMANDER



Corporate Services

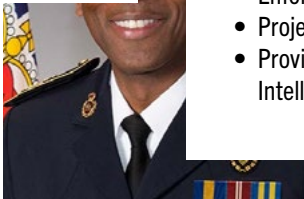


CHRIS HARKINS
DEPUTY COMMISSIONER
PROVINCIAL COMMANDER



Field Operations

- Central Region
- East Region
- North East Region
- North West Region
- West Region
- Community Safety Services
- Healthy Workplace Team



ROHAN THOMPSON
DEPUTY COMMISSIONER
PROVINCIAL COMMANDER



Traffic Safety and Operational Support



MARTY KEARNS
DEPUTY COMMISSIONER
PROVINCIAL COMMANDER



Investigations and Organized Crime

- Chief Firearms Office
- Investigation and Enforcement Bureau
- Investigation and Support Bureau
- Organized Crime and Enforcement Bureau
- Project Support Centre
- Provincial Operations Intelligence Bureau

- Communications and Technology Services Bureau
- Field Support Bureau
- Highway Safety Division
- Indigenous Policing Bureau
- Security Bureau

*Culture and Strategy Services Command was created effective April 10, 2023.

CULTURE AND STRATEGY SERVICES COMMAND ESTABLISHED IN 2023

Culture and Strategy Services Command introduced as the fifth OPP Command in April 2023

The command was established to allow for greater capacity, better collaboration across provincial commands and improved accountability to address key organizational functions. The command is well positioned to drive workplace culture enhancements consistent with the OPP Strategic Plan, Anti-Racism Action Plan, and Anti-Sexual Harassment Action Plan, and ensure recommendations from various reports are successfully implemented.

The Culture and Strategy Services Command maintains organizational responsibility for continuous improvement within the OPP and is specifically responsible for:

- providing leadership and oversight to changes and programs associated with professionalism, respect, inclusion, leadership and strategy;
- supporting the organization and the communities served by the OPP with consistent, accurate and quality communications and organizational change products;
- participating in corporate strategic planning and decision-making, including the development, implementation and evaluation of the OPP vision, strategic priorities and various review recommendations; and,
- increasing the organizational and industry profile of culture change initiatives, consistent with OPP values, through an inclusive, strategic and innovative lens.



In 2023, two areas were realigned under Culture and Strategy Services Command: Corporate Communications and Strategy Management Bureau and the Office of Professionalism, Respect, Inclusion and Leadership.

“The importance of mindset is at the heart of everything within this new command. It’s about growth... and growth is something that we should expect of each other.”
- Deputy Commissioner Dart from Reflections – [Inside the OPP](#)

PROGRAMS AND SERVICES

Abuse Issues

Command: Field Operations

The Victim Response Support Unit supports victims of sexual assault and the officers who investigate these occurrences.

Policing Agreement is to administer the Ontario First Nations Policing Agreement on behalf of the First Nations that do not have their own administrator. Under the OFNPA, the OPP administers policing services in 17 First Nations.

various patrol scenarios.

interception, and search and rescue operations.

events that gave rise to their origin.

and rescue, criminal tracking, detecting narcotics, and searching for human remains, firearms, explosives or physical evidence. The OPP also possesses Tactically Integrated Canines supporting our Tactics Rescue Unit.

They also investigate cases of child luring over the Internet and other online offences to prevent the victimization and exploitation of children.

smoking, enabling them to spend more time on core, frontline policing services.

Rescue (USAR), Chemical, Biological, Radiological, Nuclear & Explosive (CBRNE) Response Team (UCRT).

involved vehicle(s) to report the collision forthwith or within the next 48 hours. This reduces delays for the motorist while they wait for an officer to arrive and ensures that police resources are deployed in an efficient manner.

initiatives across the province.

commitment to ensuring public safety and delivering proactive and innovative policing.

maintaining the status of responding resources in the field.

committing violent crimes that may be serial in nature. The OPP manages the coordination of this system for the entire Province.

Criminal Investigation Services Support Team

Command: Investigations and Organized Crime

The Criminal Investigation Services Support Team is a team of highly trained Investigative Assistants who are engaged at the onset of an investigation to ensure that proper filing practices are employed by the entire investigative team.

over 40,000 tests annually. The program manages and maintains 1600 roadside instruments that are being used at all traffic stops across the province.

leverages the partnership between an OPP Communications Operator and a trained mental health and addictions crisis professional to de-escalate a situation and support individuals.

identification, preservation, forensic recovery, analysis and interpretation of digital data derived from an electronic device whether stored locally or in the cloud.

approach to managing emergencies and reducing risks.

are responsible for the provincial coordination of OPP response to an emergency.

officer(s).

certified in the use of explosive charges for breaching purposes during hostage rescue occurrences.

lost loved one(s).

involving firearms, prohibited weapons, prohibited devices and ammunition, and support ongoing provincial initiatives.

works in a court of law.

while wearing personal protective equipment.

findings in a court of law. Specially trained forensic identification experts provide investigative support to the OPP and other police agencies across the province.

investigative services to OPP members, Ontario municipal police services and government ministries.

Hate Crime/Extremism Investigation

Command: Investigations and Organized Crime

The OPP Hate Crime/Extremism Unit is mandated to conduct multi-jurisdictional intelligence operations to detect, deter, disrupt, and monitor persons or groups involved in extremist ideologies and/or hatred that can lead to criminality.

support and resources to ensure that the OPP develops and maintains the ability to appropriately respond to issues impacting Indigenous peoples. The IPB provides support and capacity building to contribute to effective First Nations policing and healthy Indigenous communities.

criminal organization is collected, analyzed and a course of action is planned based on a critical review of this data.

assault.

perpetrators to justice as well as addressing all safety needs of the justice official.

aspects of a major incident.

services and support.

implementation of activities that respond to the Calls for Justice.

where police are called and are obligated to respond.

and youths, between secure institutions and the courts, on behalf of municipal police services as well as the OPP. The Offender Transportation Program is a cooperative between the Ministry of the Solicitor General, the OPP and the Ministry of Child Community and Social Services.

day-to-day operations, emerging security vulnerabilities and documented security events.

Command: Traffic Safety and Operational Support

Provincial Communications Operations is responsible for essential frontline communications services that provide a vital link between the citizens of Ontario and frontline police officers.

responsibility of members of the OPP Investigation and Enforcement Bureau.

involving international, domestic, and issue specific terrorism in Ontario.

Criminal Intelligence Service Ontario.

Provincial Contraband Tobacco Enforcement

Command: Investigations and Organized Crime

The Contraband Tobacco Enforcement Team is dedicated to investigating the smuggling and trafficking of contraband tobacco. This team works closely with regional and international agencies to disrupt and dismantle sophisticated and wide-reaching contraband tobacco networks across Ontario.

training, procedures and supports are implemented to enhance modern investigations as technology continues to advance.

Sciences.

an atmosphere that may be affected, directly or indirectly, by major events or critical incidents. PLT members work to build relationships of trust, mutual understanding and respect between police and constituents. The Team works with all involved parties in an attempt to facilitate a safe and lawful environment for free speech and peaceful assembly.

experience for all Motorized Snow Vehicle operators in all locations, including roadways, private property and trails not maintained by the Ontario Federation of Snowmobile Clubs. The Aircraft Enforcement Program couples state-of-the-art technology with the principles of the Provincial Traffic Safety Program to save lives. The OPP uses a Cessna 206 to support traffic enforcement on highways, supporting regional and detachment traffic initiatives.

and impaired driving, Provincial Marine and Snowmobile Program, Provincial Off-Road Vehicle Program, Dangerous Goods/Commercial Motor Vehicles, Provincial Motorcycle Program, the

Command: Investigations and Organized Crime

Command: Traffic Safety and Operational Support

Search and Rescue operations within OPP jurisdiction include members of specialized teams and assets located across the province under the mandate of the Emergency Response Team. The Teams are situated strategically around the province to react effectively when people become lost.

died and were buried, and manner/cause of death.

Security Assessment Unit

Command: Traffic Safety and Operational Support

The OPP Security Assessment Unit (SAU) are the physical security specialists in the OPP. The SAU provides many specialized physical security services for the OPP and our Ontario justice sector partners.

stakeholders to determine their suitability for employment or for providing goods and services.

requesting Special Constable Appointments.

operations unit assists with the gathering of electronic evidence in support of major criminal investigations by providing technical expertise in electronic surveillance.

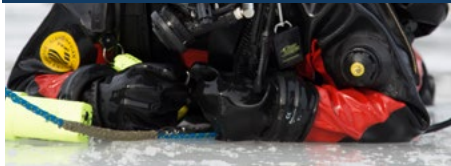
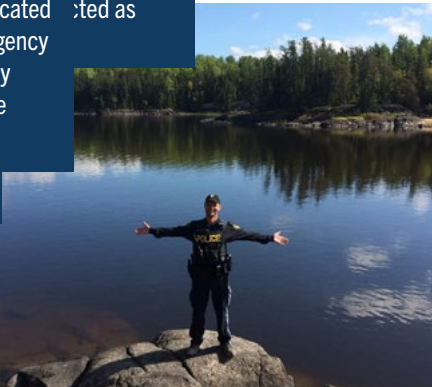
judicial system.

court (criminal, provincial or civil), freedom of Information requests, and for third-party partners (e.g. Ministry of Transportation, First Nations, fire departments).

covert resources.

Command: Investigations and Organized Crime

The Witness Protection Unit is responsible for administering all responsibilities as they relate to Witness Protection in accordance with the policy and guidelines of the Ministry of the Attorney General.



SERVING THE PROVINCE OF ONTARIO

Core policing and its supporting infrastructure and administration framework are delivered in accordance with principles and requirements outlined in the Adequacy and Effectiveness Standards Regulation O.Reg.3/99 (adequacy standards) made under the *Police Services Act* (PSA).

The OPP delivers mission-focused, values-based, effective, efficient and legitimate policing in accordance with these standards and the requirements of the *Canadian Charter of Rights and Freedoms* and the *Ontario Human Rights Code*. Pursuant to the PSA, new legislation, case law and other legal decisions, standards and guidelines also dictate policing responsibilities.

Under the Ontario First Nations Policing Agreement (OFNPA), the OPP provides administrative support for 17 First Nations police services and policing to three First Nations under Stream Two Agreements. There are an additional 22 First Nations that are directly policed by the OPP. For more information see [page 84](#).

All OPP services, policies, practices, processes and programs reflect the principles and philosophy of its vision, mission and values.

The values of the OPP are the cultural cornerstones that guide all behaviours and actions, each and every day. They represent what the organization stands for and how it will uphold the trust and confidence of Ontarians.

Our mission, rooted in its values, reaffirms the organization’s collective direction, reflects its shared responsibilities and the expectations of its members, communities, stakeholders and partners.

Our vision inspires the delivery of the adequate and effective policing under a multi-faceted and complex mandate.

Safe Communities... incorporates the provision of detachment-based and frontline policing for the majority of Ontario’s municipalities, roadways, trails and waterways.

As the province’s police service of jurisdiction, A Secure Ontario includes:

- The leadership, management and maintenance of multiple province-wide programs and services on behalf of the Ministry of the Solicitor General. This includes leadership of several large joint-force operations that form cooperative partnerships with a number of justice sector and law enforcement stakeholders;
- Provision of a wide array of programs and services, criminal investigative and technical expertise. In accordance with the Adequacy Standards; these are provided to OPP-policed communities and in support of all municipal, regional and First Nations services across Ontario as requested; and,
- Evidence-based deployment of resources to serve the province by protecting its citizens, upholding the law and preserving public safety.

Under its unique mandate, the OPP embraces its leading and supporting role as a partner in the delivery of essential services that ensure the safety and security of the people of the province of Ontario.



RECONCILIATION AND ENGAGEMENT WITH INDIGENOUS COMMUNITIES

In 2023, the OPP continued to work with Indigenous community partners and service providers to enhance service delivery through a culturally responsive and trauma-informed lens.

This included working with the Indigenous Advisory Circles to the OPP at the provincial level and the newly formed Regional Indigenous Advisory Circles in each OPP Region and Highway Safety Division. Engaging with the Advisory Circles has increased lines of communication with Indigenous community members and contributed to meaningful enhancements to OPP policy and practice.

OPP members built and strengthened relationships by attending community events, participating in ceremonies, and commemorating days of significance with communities. In August 2023, OPP Commissioner Thomas Carrique and Deputy Commissioner Kari Dart gratefully accepted the invitation to attend the Rama Powwow and represent the OPP in the Opening Ceremonies.

In 2023, OPP program areas found additional opportunities to respond to the Calls to Action and Calls for Justice in their work by engaging community leadership, completing additional training, and participating in awareness campaigns.

For example:

- The Criminal Investigation Branch took a culturally responsive approach in the work done on [Project Totton](#), investigating art that was fraudulently attributed to Norval Morrisseau;
- The [Indigenous Awareness Training Unit](#) provided specialized training to investigators involved with Project Cedar in Thunder Bay; and,
- OPP Regions and Detachments across the province enhanced their participation in Red Dress Day to bring awareness to missing and murdered Indigenous women, girls, and 2SLGBTQIA+ people.

The OPP continued its working relationships with policing and ministry partners including the [Indigenous Police Chiefs of Ontario](#) and the [Family Information Liaison Unit](#) (Indigenous Justice Division), and as members of the [Office of the Chief Coroner for Ontario](#) Residential School Death Investigation Team.

The OPP remains committed to establishing trust and building and improving relationships with Indigenous Peoples and communities.

The Brant County OPP Detachment recognized Red Dress Day with a display of red dresses in the windows of their detachment.



SECURING THE PROVINCE OF ONTARIO FROM THE AIR, ON THE WATER AND ON LAND

The OPP is responsible for policing...

900+ THOUSAND
SQUARE KILOMETRES

of land across the province

99+ THOUSAND
SQUARE KILOMETRES

of provincial waterways and a vast multi-use trail system

130+ THOUSAND
KILOMETRES

of provincial highways and waterways

The OPP has facilities* across the province including a number of special investigative, special purpose and training centres, as well as:

- 147 detachment locations
- 13 forensic identification units
- 4 provincial communications centres (PCC)
- 5 regional headquarters
- 1 divisional headquarters
- 1 general headquarters

*OPP facilities include those that are government-owned, third-party leases or provided by municipalities.

Delivering operational air services support with an aviation fleet comprised of:

- 2 Airbus EC135 helicopters
 - 2 Pilatus PC12 planes
 - 1 Cessna 206 plane
 - 28 – DJI Avata Remotely Piloted Aircraft Systems (RPAS)
 - 6 – DJI Mavic Air RPAS
- 4 – DJI Mavic 3T RPAS
 - 1 – DJI Mavic 2 Pro RPAS
 - 15 – DJI Mavic 2 Enterprise Dual Advanced RPAS
 - 4 - Autel Evo II Pro RPAS
 - 4 - DJI M30T RPAS
 - 3 - DJI M300 RPAS



126+
MILLION KILOMETRES
LOGGED BY OPP VEHICLES

621
REMOTELY PILOTED
AIRCRAFT SYSTEMS MISSIONS

310
AVIATION SEARCH AND RESCUE
DEPLOYMENTS



Helicopter, plane and RPAS missions include, but are not limited to:

- Search and rescue
- Public order, tactics and rescue, and containment
- Investigation support
- Collision reconstruction
- Canine support
- Assistance to policing partners

Table 1-1	2021	2022	2023
Aviation-Search and Rescue Deployments	360	312	310
Total # of Helicopter Flight Hours	1,422	1,132	1,125
Total # of Helicopter Missions	567	479	476
Helicopter - # of persons located	149	169	143
Total # of Aircraft (Fixed Wing) Flight Hours	2,687	3,205	2,443
Total # of Aircraft (Fixed Wing) Missions	628	724	545
Remotely Piloted Aircraft System Deployments	607	446	621
Total # of missions supporting other police agencies/First Nations partners.	Helicopter = 16 missions totaling 41 flight hours RPAS - 22	Helicopter = 34 missions totaling 92 flight hours RPAS - 16	Helicopter = 28 missions totaling 92 flight hours RPAS - 32

Preventing crime and serving communities with a motorized vehicle fleet comprised of:

- 5,269 vehicles**
- 4,215 road vehicles***
- 1,054 seasonal vehicles****
- 1,644 vehicles equipped with mobile workstations/mobile for public safety
- 1,375 vehicles equipped with In-Car Cameras with integrated Automated Licence Plate Recognition (ALPR)

**Patrol, investigative, multi-use, motorcycle and specialty

***Includes car-carrier trailers

**** Marine vessels, motorized snow (MSV) and off-road vehicles (ORV)





PEOPLE
A healthy and resilient OPP
We will strive to support all members in achieving their professional and personal best.

WORK
A responsive and evolving OPP
We will empower our members to ensure the best possible policing services are delivered to Ontarians.

COMMUNITIES
A collaborative and progressive OPP
We will partner and build relationships with a shared vision for safety and well-being.

2023 marked the beginning of a new strategic planning cycle. The [2023-2025 Strategic Plan](#) builds on past OPP successes, reinvigorates ongoing commitments, and embraces the evolving landscape of policing. It outlines how the OPP will be bold and purposeful in adapting to emerging trends in crime, technology, and society, while meeting public safety responsibilities and preserving the vital policing services delivered in Ontario.

With an action-oriented emphasis on long-term outcomes, the 2023-2025 Strategic Plan delivers clarity of purpose so all OPP employees, stakeholders, and communities can understand the intent of OPP decisions and actions.

The OPP will track, measure, and monitor the progress in meeting the identified strategic priorities using a variety of quantitative and qualitative indicators, including the information contained in this Annual Report.

The 2023 Annual Report is intentionally structured around the OPP Strategic Priorities and provides data, highlights, and updates in alignment with these priorities.

The following graphic provides an introduction and overview to the OPP Strategic Priorities and directly links them to the achievements showcased in the 2023 Annual Report.

PRIORITY	PRIMARY AREAS OF STRATEGIC FOCUS	KEY STRATEGIC CHANGE INITIATIVES	LONG-TERM OUTCOMES	2023 ACHIEVEMENTS OVERVIEW
People - An empowered, respectful and responsible workforce connected to its vision, mission and values	People-centred and effective processes	Deliver a modernized, equitable and merit-based talent management and development framework.	People processes are free from systemic obstacles resulting in the OPP being a progressive employer of choice.	<ul style="list-style-type: none">• Culture and Strategy Services Command established• New application portal and recruitment marketing strategy launched
	Resiliency, physical and mental health, and well-being	Integrate the 13 factors of psychological health and safety in the workplace.	Physical and psychological well-being and safety of employees are prioritized to promote resiliency.	<ul style="list-style-type: none">• Reintegration Training expanded• 2022-2023 Accolades and Recognition• Uniform enhancements
	Member engagement	Engage employees across all ranks and levels to participate in innovation seeking, decision-making and problem-solving.	Values-driven leadership that is responsible, innovative and collaborative fosters an engaged workforce that participates in positive change.	<ul style="list-style-type: none">• People-Centred Leadership development
Work - An enabled organization equipped to meet its policing responsibilities	Staffing and deployment	Apply data-driven and member-informed deployment and modernized scheduling practices.	Resources are optimized and balanced alongside operational demand and employee well-being to meet public and stakeholder expectations.	<ul style="list-style-type: none">• Detailed workforce profile data and retirement projections• Public Order Unit and Emergency Response Team staffing enhancements
	Mission-focused investigations and frontline operations	Deliver modernized scalable, adaptable and flexible investigative and service delivery options.	The OPP is adequately equipped to manage the scope, volume and complexity of investigations and operations.	<ul style="list-style-type: none">• Utilization of new tools like Investigative Genetic Genealogy• Successful Organized Crime Enforcement Bureau investigations and joint projects• Successful Serious Fraud Office investigations and awareness campaigns• Ongoing successes of the Child Sexual Exploitation Unit
	Evidence-based decision making	Implement effective, accountable and transparent public safety solutions and evaluate outcomes.	The best-available evidence is readily accessible to demonstrate transparency and enhance public and officer safety.	<ul style="list-style-type: none">• OPP frontline workload data• Provincial Communications Centres data• Ongoing and expanding OPP data sharing, including the Criminal Offence Summary• Firearm Bail Compliance Dashboard
Communities - An engaged organization positioned to co-create meaningful public safety solutions for Ontarians	Community engagement	Seek and amplify Indigenous and diverse voices and experiences to inform and design relevant policing programs and services.	Inclusive and equitable public safety solutions are co-created and delivered to meet the needs of communities.	<ul style="list-style-type: none">• Expansion of the Indigenous Advisory Circles to the OPP• Raising the Franco-Ontarian Flag• Community Mobilization initiatives• Prioritizing community engagement
	Victim-centred programs and services	Embed trauma-informed approaches.	Public trust and confidence and community satisfaction are reflective of our efforts and intended outcomes.	<ul style="list-style-type: none">• Increased programs aimed at supporting victims• Increased training for OPP members on victim-centred, trauma-informed, and culturally responsive approaches
	Collaboration across justice, law enforcement, human and social sectors	Lead operational and strategic policing and community safety initiatives in accordance with the needs of the population and having regard for the diversity of the population.	Cooperation exists for the inclusive response to a complex range of public safety and societal issues present across the policing landscape.	<ul style="list-style-type: none">• Leading provincial strategies• Ongoing joint projects with other police services• Expanded use of Mobile Crisis Response Teams across the province• Crisis Call Diversion Program

OUR PEOPLE

RANK AND GENDER

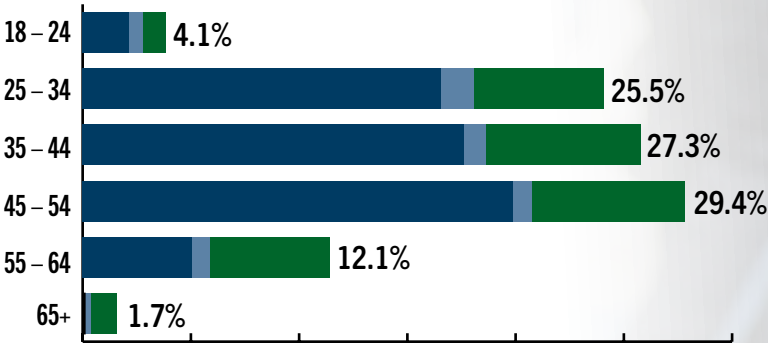
Table 2-1

UNIFORM	Female	Male	Unspecified	Total
Cadet	24	8	2	34
Constable	958	3,551	92	4,601
Sergeant	169	835	2	1,006
Sergeant Major	-	6	-	6
Staff Sergeant	76	192	1	269
Inspector	39	119	1	159
Superintendent	13	26	-	39
Chief Superintendent	4	11	-	15
Deputy Commissioner	2	3	-	5
Commissioner	-	1	-	1
Uniform Total*	1,284	4,752	98	6,135
	20.94%	77.46%	1.60%	100.00%
AUXILIARY	Female	Male	Unspecified	Total
Constable	90	278	0	368
Inspector	2	6	0	8
Sergeant	23	66	0	89
Staff Sergeant	5	39	0	44
Superintendent	0	2	0	2
Auxiliary Total*	120	391	0	511
	23.48%	76.52%	0%	100.00%
CIVILIAN	Female	Male	Unspecified	Total
Non-Manager	1,532	610	95	2,237
Special Constable	200	281	0	481
Manager	51	27	3	81
Civilian Total*	1,783	918	98	2,799
	63.70%	32.80%	3.50%	100.00%
GRAND TOTAL*	Female	Male	Unspecified	Total
	3,136	6,061	196	9,445
	34.33%	63.47%	2.20%	100.00%

Chart 1-1

MEMBERSHIP BY AGE (YEARS)*

- UNIFORM
- AUXILIARY
- CIVILIAN



*Excludes OFNPA uniform and civilian members.

LANGUAGES SPOKEN IN 2023

1,202 MULTILINGUAL
OPP EMPLOYEES

77 DIFFERENT
LANGUAGES
REPRESENTED,
EXCLUDING ENGLISH

55% INCREASE
IN MULTILINGUAL
MEMBERS SINCE 2021

- Employees who entered more than one language are counted only once in the multilingual total number.
- Languages spoken include only intermediate skill level and above.
- Language records are not mandatory and are voluntarily disclosed by employees.



THE HOURS OF FRONTLINE POLICING

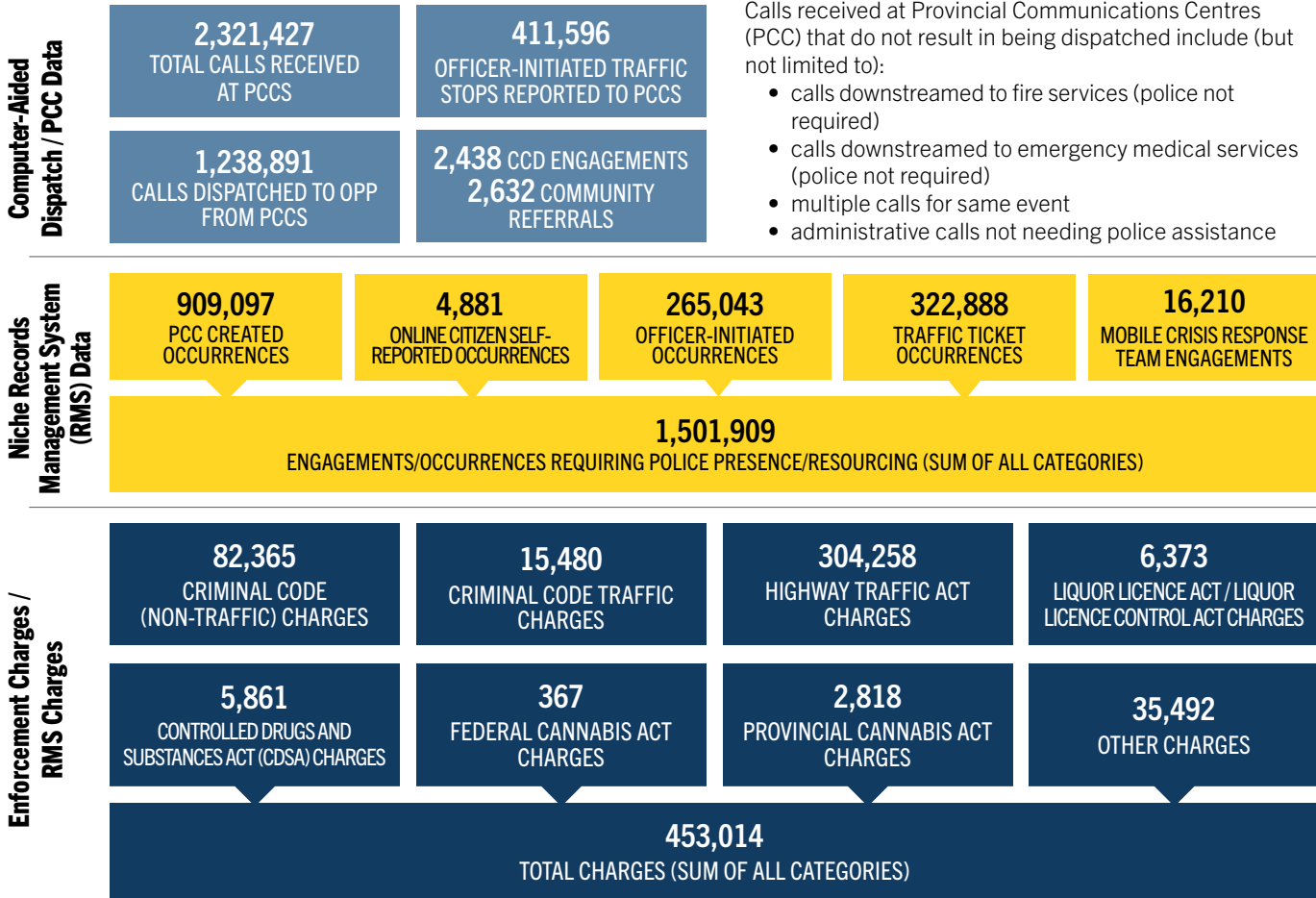
Table 3-1

	2021	2022	2023
Administrative	1,796,850	1,844,543	1,911,806
Court-related	245,516	259,627	272,830
Investigative and enforcement*	1,565,545	1,534,172	1,610,410
Other federal and provincial statutes	288,339	268,508	267,625
Municipal by-law enforcement	17,643	16,357	15,448
Operational/specialty unit support	1,376,429	1,966,731	1,442,373
Patrol	891,241	852,932	896,847
Traffic-related	900,489	974,321	1,001,553
Training	510,122	576,270	639,345
Grand Total	7,592,174	8,293,461	8,058,237

*Criminal Code, Controlled Drugs and Substances Act (CDSA), other, excludes traffic.

OUR WORK IN NUMBERS

Chart 2-1



KEEPING OUR ROADWAYS SAFE

CHARGES LAID - THE “BIG 4”

Table 4-1

	2021	2022	2023
Speeding	169,529	163,564	159,755
Distracted Driving (HTA 78.1)	4,001	4,431	4,155
Seatbelt	7,815	9,307	9,617
Impaired	9,552	10,228	11,142

■ 85.6% Speeding ■ 2.2% Distracted Driving (HTA 78.1) ■ 5.2% Seatbelt ■ 6.0% Impaired

PATROL TYPE



OVERALL
PATROL HOURS
INCREASED BY
4% OVER 2022



COLLISIONS AND FATALITIES

ROADWAY, OFF-ROAD AND MOTORIZED SNOW VEHICLE

ALL MOTORIZED VEHICLE COLLISIONS

Table 5-1

	2021	2022	2023
Fatal Collisions	328	356	411
Personal Injury Collisions	7,690	8,371	8,482
Property Damage Collisions	53,236	66,110	68,631
Total	61,254	74,837	77,524

	2021	2022	2023
Alcohol/Drug-Related	2,541	2,737	2,592
Animal-Involved	10,077	11,338	11,607
Speed-Related	8,259	10,071	9,262
Inattentive-Related	6,780	8,003	7,592

	2021	2022	2023
Persons Killed	356	399	452
Persons Injured	10,817	12,030	12,396

VICTIMS IN MOTORIZED VEHICLE COLLISIONS

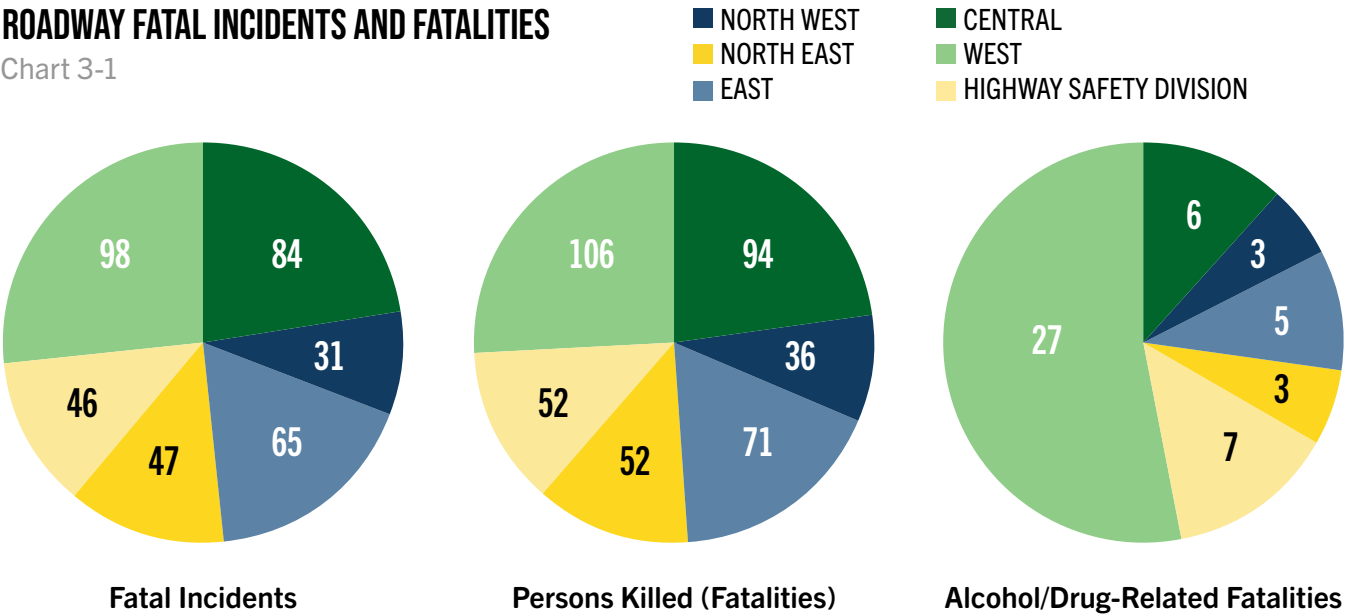
Table 5-2

	2021	2022	2023
Persons Killed (Total)	356	399	452
- Persons Killed (Speed-Related)	92	97	109
- Persons Killed (Inattentive-Related)	63	64	58
- Persons Killed (Alcohol/Drug-Related)	42	84	67
- Persons Killed (No Seatbelt)	48	61	66
- Persons Killed (No Helmet)	16	29	20
- Pedestrians Killed	40	29	37
Persons Injured (Total)	10,817	12,030	12,396
Total Victims	11,173	12,429	12,848

Despite a 26% increase in traffic stops, there was a 14.5% increase in persons killed in roadway collisions over 2022.

ROADWAY FATAL INCIDENTS AND FATALITIES

Chart 3-1



OFF-ROAD VEHICLE FATAL INCIDENTS AND FATALITIES 2023

Table 6-1

	Central Region	North West Region	East Region	North East Region	West Region	All OPP Locations
Fatal Incidents	6	1	7	6	6	26
Persons Killed (Fatalities)	6	1	7	7	6	27
Alcohol/Drug-Related Fatalities	3	1	3	3	2	12

MOTORIZED SNOW VEHICLE FATAL INCIDENTS AND FATALITIES 2023

Table 6-2

	Central Region	North West Region	East Region	North East Region	West Region	All OPP Locations
Fatal Incidents	3	0	2	8	1	14
Persons Killed (Fatalities)	3	0	2	8	1	14
Alcohol/Drug-Related Fatalities	2	0	0	1	1	4

BOATING FATAL INCIDENTS AND FATALITIES 2023

Table 6-3

	Central Region	North West Region	East Region	North East Region	West Region	All OPP Locations
Fatal Incidents	4	1	8	8	1	22
Persons Killed (Fatalities)	4	1	8	9	1	23
Alcohol/Drug-Related Fatalities	1	0	1	4	0	6



SPEED CONTINUES
TO BE THE
LEADING FACTOR
IN ROADWAY AND
MOTORCYCLE
COLLISIONS

PRIMARY CAUSAL FACTORS IN FATAL ROADWAY COLLISIONS

Table 7-1

	2021	2022	2023
Fatal Collisions - Speed is a Factor	73	76	80
Fatal Collisions - Alcohol/Drugs is a Factor	31	61	44
Fatal Collisions - Driver Inattention is a Factor	54	51	51
Total Fatal Roadway Collisions	292	319	371
# of Persons Killed - Victim not wearing Seatbelt	48	61	66
Total Persons Killed in Fatal Roadway Collisions	319	359	411

PERCENTAGE OF FATAL ROADWAY COLLISIONS BY SELECTED PRIMARY CAUSAL FACTORS

Table 7-2

	2021	2022	2023
Speed-Related	25%	24%	22%
Alcohol/Drug-Related	11%	19%	12%
Inattentive-Related	18%	16%	14%
Seatbelt-Related	15%	17%	16%

MOTORCYCLE FATALITIES

Table 8-1

Profile of Motorcyclists	2021	2022	2023
Driver/Operator	32	42	39
Passenger	3	2	0
Total Deceased Motorcyclists	35	44	39
Total	7,227	9,120	8,608
Gender of Motorcycle Victims	2021	2022	2023
Female	6	5	4
Male	29	39	35
Causal Factors	2021	2022	2023
Alcohol/Drug-Related	5	8	1
Speed-Related	12	7	6
Inattentive-Related	5	6	5
Animal-Involved	1	1	1

OPP R.I.D.E. - REDUCE IMPAIRED DRIVING EVERYWHERE

Table 8-2

	2018	2019	2020	2021	2022	2023
RIDE Events Count	43,639	38,044	23,519	29,934	34,278	40,219
Impaired Occurrences	501	438	274	339	449	508
Impaired Charges	653	571	376	482	614	732
90 Day ADLS and Zero Tolerance Suspensions	1,290	1,059	603	639	803	820



COMMERCIAL MOTOR VEHICLE (CMV) ENFORCEMENT (OVER 4500 KGS ONLY)

Table 9-1

	2021	2022	2023
Total Hours: Patrol	4,256.50	3,194.25	2,048
Total Hours: Inspections	2,609	2,303.75	1,425.10
Number of CMV Stopped	6,161	5,108	3,803
Total Warnings	2,552	1,732	1,158
Charges Laid			
Speeding	1,401	964	574
Speed Limiter Charges	342	281	120
Speed Measuring Warning Device	16	10	12
Seatbelt	289	198	181
Distracted Driving	106	164	127
Follow Too Close	96	76	32
Move to Left	7	8	6
Unsafe Lane Change	25	33	16
Lane Change Not in Safety	9	8	6
Other Moving Violations	466	492	488
Document	1,803	1,530	1,635
Defective Equipment-Related	1,032	684	490
Wheels Off	27	19	5
Detached Parts	9	14	8
Liquor Licence Act	8	2	2
Suspended Driver	25	29	36
Criminal Code	16	21	14
Total	5,677	4,533	3,752
Suspensions			
Warn Range Suspensions	4	0	10
Driver Above Zero Alcohol Suspensions	8	13	3
Driver Above Zero Drug Suspensions	3	0	1
HTA Impounds	11	13	9
Vehicles Out of Service	693	549	399
Plate Removals	93	75	65
Commercial Vehicle Safety Alliance Inspections			
Total Inspections	2,523	1,750	1,460

LARGE TRUCK COLLISIONS

Large Trucks include the following:

- Tow Truck
- Truck – Open (Code:08) – Flatbed or flatbed with racks
- Truck – Closed (Code: 09) – Box, Van
- Truck – Tank (Code: 10) - Tanker
- Truck – Dump (Code: 11) – Dump truck
- Truck – Car Carrier (Code: 12) – straight truck with capacity to carry vehicles above and behind the cab; used in combination with car-carrier semi-trailer
- Truck – Tractor (Code: 13) – A tractor pulling/not pulling a trailer
- Truck – Other (Code: 98) – e.g. Cement mixer, crane

Table 10-1

	2021	2022	2023
Fatal Collisions	72	71	91
Personal Injury Collisions	884	1,078	967
Property Damage Collisions	6,271	7,971	7,550
Total	7,227	9,120	8,608
Total Collisions (All Vehicle Types)			
% Large Truck MVCs of Total	12%	12%	11%

LARGE TRUCK COLLISIONS ACCOUNT FOR 11% OF ALL ROADWAY COLLISIONS



UNIFORM RECRUITMENT HIGHLIGHTS

MARKETING STRATEGY

In May 2023, Uniform Recruitment hired a marketing manager to develop and execute a recruitment marketing strategy to help increase constable applications. As of November 2023, Uniform Recruitment completed and started to implement the recruitment marketing strategy for uniform recruitment.

ONLINE APPLICATION PORTAL

Uniform Recruitment launched an online application portal that provides applicants the ability to submit their application online. This process allows for more timely interaction with the applicant regarding the completeness of their application to streamline their submission. Uniform Recruitment saw a steady increase to the applications received in 2023, which is attributed to the combination of the recruit marketing strategy, robust outreach and online application portal.

HIRED YEAR-OVER-YEAR STATISTICS

Table 11-1

2021	TOTAL	594
	Experienced Officer	74
	Recruit	520
2022	TOTAL	363
	Experienced Officer	88
	Recruit	275
2023	TOTAL	509
	Experienced Officer	141
	Recruit	368

GRAND TOTAL 1,466

*Based on start dates at Ontario Police College, 2021 is reflective of 4 recruit classes and 2022 and 2023 each have 3 recruit classes.

OPP IS THE EMPLOYER OF CHOICE

JOIN OUR TEAM

APPLICATIONS

RECRUITS + EXPERIENCED
POLICE OFFICERS

17%↑

2023 - 1,600 APPLICANTS
2022 - 1,372 APPLICANTS

HIRED

RECRUITS + EXPERIENCED
POLICE OFFICERS

40%↑

2023 - 509 (368 RECRUITS +141 EPOS)
2022 - 363 (275 RECRUITS +88 EPOS)



2.5
Reach
across
social
media
channels

REACH (Recruit Essential Attributes for Competitive Hiring) is a program that was developed to assist applicants in preparing their resume, cover letter, and application as well as develop skills to be successful in competency-based interviews. The REACH Program is an application-based program designed to provide more information to those candidates who do not have a strong knowledge about the OPP and who require more development prior to being competitive candidates.

272 EVENTS

Interacting with
approximately
30,000 people in 2023

R.E.A.C.H.

Out of 54 mentees,
22 are now in the
application process.

36

OPP Bound was an interactive two-day recruitment event that provided attendees the opportunity to hear from recruiters and specialty units within the OPP regarding a career in policing. Attendees participated in collaborative information sessions and activities focused on the OPP's key areas of assessment and fitness assessment.

OPP-BOUND

Out of 24 attendees, over
80% indicated they would
apply by end of year.

COMMITTED TO OUR PEOPLE, WHO ARE COMMITTED TO OUR MISSION

Holding steadfast to the commitment of a healthy and resilient OPP and informed by feedback received from Employee Satisfaction Surveys and documents such as the [Independent Review Panel](#), cultural transformation and leadership development initiatives continue across the organization.

To support leaders in enhancing people-centred strategies, the Office of Professionalism, Respect, Inclusion, and Leadership, and the Healthy Workplace Team have continued in an organization-wide people-centred leadership development initiative. This initiative, which began with regional Detachment Commander workshops in 2022, has reached more than 600 frontline supervisors, managers, and Bureaus from all Regions and Division throughout 2023.

Recognizing that external factors can impact well-being, these workshops introduce the National Standard of Canada on Psychological Health and Safety in the Workplace’s 13 Psychosocial Factors. These factors, highlighted in the OPP Healthy Workplace Strategy and Action Plan, provide a leadership framework for informing, assessing, and prioritizing leadership development, psychological health and safety efforts within the organization’s control, influence, or concern.

These workshops assist leaders in developing personal and organizational resilience, trauma-informed approaches, and people-centered leadership abilities. The integration of a shared language and vocabulary around the 13

THE OPP REMAINS COMMITTED TO FOSTERING COURAGEOUS LEADERSHIP AT EVERY LEVEL THROUGH A VALUES-BASED, PEOPLE-CENTRED, AND MISSION-DRIVEN APPROACH TO PERSONAL AND PROFESSIONAL DEVELOPMENT. CENTRAL TO THIS COMMITMENT IS THE PROMOTION AND PROTECTION OF MEMBERS’ PHYSICAL, EMOTIONAL, AND PSYCHOLOGICAL WELL-BEING.

Psychosocial Factors is key to supporting a culture that emphasizes organizational values such as self-leadership, emotional intelligence, and key people skills like empathy and interpersonal communication.

With a focus in strengthening a people-centred culture of mentorship and engagement, Detachment Commanders are engaged in workshop facilitation, sharing their leadership journey and vision for the future with attendees. This transfer of knowledge has been integral to the program’s success. Furthermore, focused continuous improvement initiatives have been implemented across the OPP, such as integrating the 13 Psychosocial Factors as a key strategic change initiative in the OPP 2023-2025 Strategic Plan, and embedding people-centred language in employee evaluations, Detachment Action Plans, and championing initiatives to foster a more inclusive, respectful, and psychologically safe workplace.

- 13 PSYCHOSOCIAL FACTORS TO CREATE A HEALTHY WORKPLACE:
1. ORGANIZATIONAL CULTURE

2. PSYCHOLOGICAL SUPPORT

3. CLEAR LEADERSHIP AND EXPECTATIONS

4. CIVILITY AND RESPECT

5. GROWTH AND DEVELOPMENT

6. PSYCHOLOGICAL COMPETENCIES AND REQUIREMENTS

7. RECOGNITION AND REWARD

8. INVOLVEMENT AND INFLUENCE

9. WORKLOAD MANAGEMENT

10. ENGAGE

11. BALANCE

12. PSYCHOLOGICAL SAFETY

13. PROTECTION OF PHYSICAL SAFETY



THE REINTEGRATION UNIT

The OPP is committed to enhancing the lives of its members and supporting them in achieving their professional and personal best. As part of the Healthy Workplace Team (HWT), the Reintegration Unit offers support through personalized reintegration plans for any uniform member requesting assistance in returning to their position.

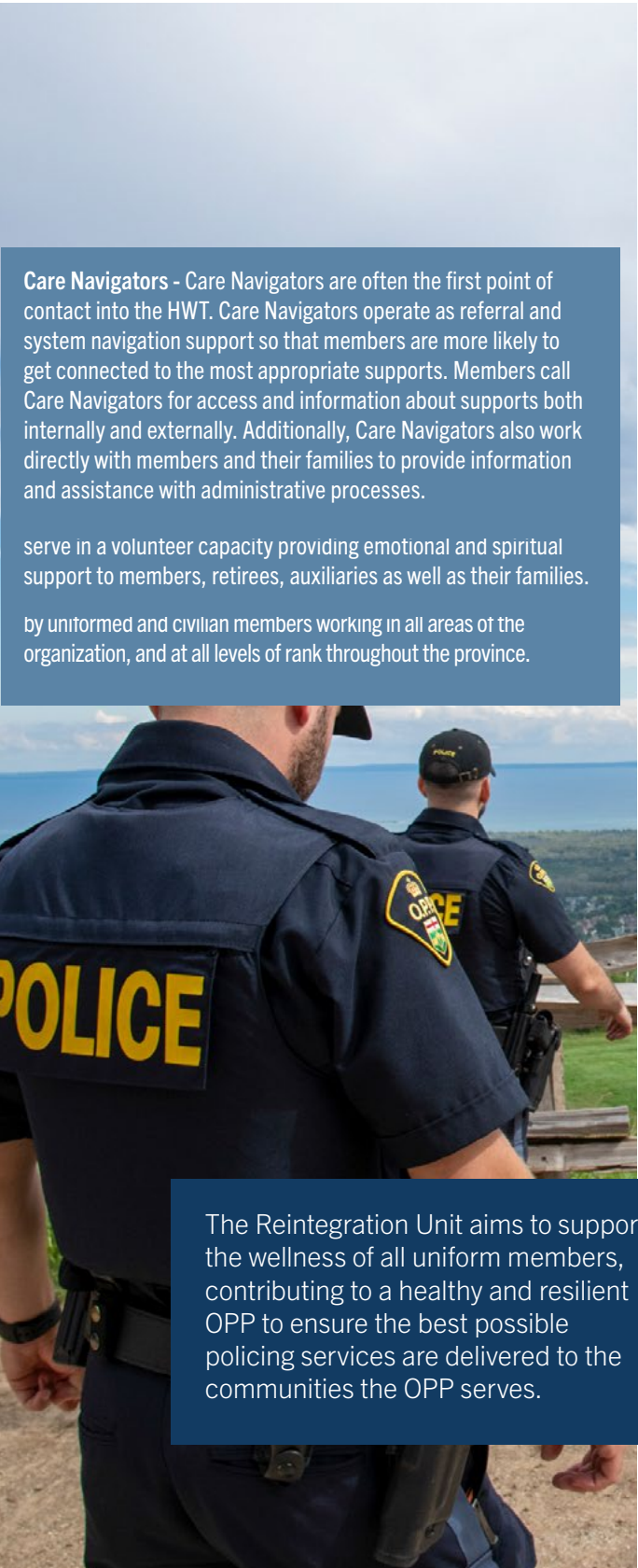
When required, the unit will also collaborate with other program areas to ease the member back into their position in a way that is medically supported and safe. This may include:

- **Care Navigators**
- **Mental Health Clinicians**
- **Chaplaincy**
- **Fitness and Health Subject Matter Experts**

Additionally, support programs external to the OPP may also assist, including the Workplace Safety and Insurance Board (WSIB), Long-Term Income Protection (LTIP), the Occupational Medicine Program, and treating healthcare professionals. The Reintegration Unit can also make referrals to additional resources like medical, fitness, nutrition, psychological therapy and peer support.

Reintegration plans are collaboratively designed with the reintegrating member and their internal and external care teams (i.e. WSIB, Abilities Management Advisor, Occupational Medicine Program and/or Healthcare Professional). The Reintegration Unit and the responsible manager construct and deliver exposure sessions and return to work support that is tailored to their specific needs.

The reintegration program is voluntary, member-driven and needs based. It becomes part of the larger return to work process for a member and is facilitated by Reintegration Coordinators, who are overseen by a Staff Sergeant. Participating in the program can help to remove barriers and ease tension a member may face when returning to work.



Care Navigators - Care Navigators are often the first point of contact into the HWT. Care Navigators operate as referral and system navigation support so that members are more likely to get connected to the most appropriate supports. Members call Care Navigators for access and information about supports both internally and externally. Additionally, Care Navigators also work directly with members and their families to provide information and assistance with administrative processes.

serve in a volunteer capacity providing emotional and spiritual support to members, retirees, auxiliaries as well as their families.

by uniformed and civilian members working in all areas of the organization, and at all levels of rank throughout the province.

The Reintegration Unit aims to support the wellness of all uniform members, contributing to a healthy and resilient OPP to ensure the best possible policing services are delivered to the communities the OPP serves.

2021 HONOURS AND AWARDS

COMMISSIONER'S CITATIONS

LIFESAVING			BRAVERY		
Officer	Civilian	Auxiliary	Officer	Civilian	Auxiliary
19	0	0	12	0	0

COMMISSIONER'S COMMENDATIONS

COMMISSIONER'S COMMENDATIONS			COMMISSIONER'S LETTERS		
Officer	Civilian	Auxiliary	Officer	Civilian	Auxiliary
77	5	0	76	7	1

MEMBER YEARS OF SERVICE RECOGNITION

20 YEARS		25 YEARS		30 YEARS	
Civilian	Uniform	Civilian	Uniform	Civilian	Uniform
305	98	118	28	87	21
35 YEARS		40 YEARS			
Civilian	Uniform	Civilian	Uniform		
43	13	5	2		

PC ERIC NYSTEDT MEMORIAL FITNESS AWARD

Recruit

Provincial Constable Simon Gauthier
Provincial Constable Haley Collinson

Field

Provincial Constable Jason Chivers-Wilson
Provincial Constable Jamie-Lynn Meyer

ONTARIO WOMEN IN LAW ENFORCEMENT CIVILIAN ACHIEVEMENT

Jackie Reilly

ONTARIO CRIME ANALYSIS NETWORK OUTSTANDING ANALYST OF THE YEAR

Diane Wilkins

OPP YOUTH FOUNDATION AWARDS

Provincial Constable Marie Ford
Provincial Constable Joseph Chamberlain
Provincial Constable Theodore Dongelmans

IMPERIAL ORDER DAUGHTERS OF THE EMPIRE COMMUNITY POLICING

OPP Suicide Memorial

ST. JOHN'S AMBULANCE AWARDS

Officer	Civilian
67	2

2021-2023 ORDER OF POLICE MERIT

[Order of Merit of the Police Forces - Canadian Association of Chiefs of Police \(cacp.ca\)](#)

Appointments as Commanders of the Order shall be made for outstanding meritorious service and demonstrated leadership in duties of great responsibility over an extended period. The contributions made are most likely at the national or international level.

Appointments as Officers of the Order shall be made for outstanding meritorious service in duties of responsibility over an extended period. The contributions made are most likely at the regional or provincial level.

Appointments as Members of the Order shall be made for exceptional service or performance of duty over an extended period. The contributions made are most likely at the local or regional/provincial level.



COMMANDER OF THE ORDER OF MERIT OF THE POLICE FORCES

Commissioner Thomas Carrique



OFFICER OF THE ORDER OF MERIT OF THE POLICE FORCES

Deputy Commissioner Charles Cox

Deputy Commissioner Roseanne DiMarco

Deputy Commissioner Christopher W. Harkins



MEMBER OF THE ORDER OF MERIT OF THE POLICE FORCES

- Chief Superintendent Bryan J. MacKillop
- Chief Superintendent Stephanie Patterson
- Superintendent Elizabeth Darling
- Superintendent Tina D. Maier
- Superintendent Gary Warren Maracle
- Superintendent Carole Matthews
- Detective Inspector Daniel Nadeau
- Inspector Adam Illman
- Inspector Wendy Weist
- Detective Staff Sergeant Scott Wade
- Detective Sergeant Gary O'Brien
- Sergeant Robert Kent Jamieson
- Mr. Ricky Veerappan

ONTARIO PROVINCIAL POLICE 2021 ACCOLADE AWARDS *Honouring Excellence*

OFFICER OF THE YEAR

Provincial Constable Amir Agha-Razi

INNOVATION AND CREATIVITY

Lucia Chiarello

BRAVERY

Provincial Constable Darryl McColl

CIVILIAN OF THE YEAR

Molly Acton

TEAM INNOVATION AND CREATIVITY

Electronic Ticket Project Team

Provincial Constable Marc Hovingh (Posthumous)

AUXILIARY MEMBER OF THE YEAR

Auxiliary Staff Sergeant Andrew McDougall

TEAM ACHIEVEMENT

Anti-Human Trafficking Team

TEAM SUPPORTING VICTIMS OF CRIME

Victim Advocate Program Team

TEAM JIM POTTS AWARD

Pikangikum Leadership Team

TEAM COMMUNITY SERVICE

Andy Potts Memorial Foundation

DEDICATION

Detective Constable Stephen Jones

JIM POTTS AWARD

Provincial Constable Adam Belanger

COMMUNITY SERVICE

Provincial Constable Robert Hawn

SUPPORTING VICTIMS OF CRIME

Inspector Shelley Tarnowski
Detective Constable Liane Hebner

TEAM ENFORCEMENT

Project Garfield

TEAM PARTNERSHIP COMMUNITY FOCUS

Mobile Crisis Response Team

INVESTIGATIONS

Detective Constable Denis Dione

ENFORCEMENT

Provincial Constable Kevin Westhead

TEAM PARTNERSHIP ENFORCEMENT

Provincial Repeat Offender Parole Enforcement Squad

TEAM INVESTIGATIONS

R. v. Sarbjit
Lautaoja Investigation

TEAM VALUING AND SUPPORTING PEOPLE

Provincial Constable Iryna Nebogatova
Mr. Kevin Nabbie

PARTNERSHIP

Sergeant Paul Leblanc



2023

2022

2021

UNIFORM ENHANCEMENTS

Introduced into OPP policy in 2023 was an option for Métis uniform members/special constables to wear a Métis sash with their Dress Order #1. The decision allows eligible OPP members to wear a Métis sash that has been gifted in a ceremony by the Métis Nation of Ontario (MNO), the first of which took place in October 2022. This uniform enhancement was an indication to current and future Indigenous members that their cultures and the resilience of Indigenous peoples are recognized and celebrated within the OPP.

DID YOU KNOW?

The Métis Nation of Ontario (MNO) explains that one of the most prominent symbols of the Métis Nation is the brightly coloured, woven sash. In the days of the voyageur, the sash was both a colourful and festive item of clothing and an important tool.



Métis Sash

Also this year, Francophone identifiers, in the form of a Franco-Ontarian flag pin, were approved to be worn by bilingual OPP members in 2023. The pin depicts a green and white flag which is the official symbol of Francophones in Ontario. When the flag pin is worn, it creates an **Active Offer of Service** for Francophones and demonstrates that the member can communicate across language barriers with the 1.5 million French speakers in Ontario.

Active Offer of Service

An Active Offer of Service refers to an organization taking measures to bring the availability of services in French to the attention of an individual from the time contact is first made between the individual and the organization. It is a proactive set of measures taken by government agencies, including the OPP, to ensure that French language services (FLS) are clearly visible, readily available, easily accessible and publicized, and that the quality of these services is equivalent to that of services offered in English. An individual should be 'actively offered' services in French without having to request them.

the white band with a green trillium, the provincial flower of Ontario. The colour green represents summer, while white represents winter.



French Language Services (FLS) Pin

UNIFORM MILESTONES

A century of the royal cypher being included as an element of the OPP standard uniform was marked in 2023. From 1923 through 1952, OPP cap badges were topped by what was commonly referred to as the King's Crown or Tudor Crown. In 1953, Queen Elizabeth II chose St. Edward's crown for her cypher and a new cap badge was designed and implemented throughout the OPP standard uniform. For the next 70 years, the cap badge remained largely unchanged, except for colour that was added in 1963 and then again in 1983.





Tudor Crown, 1923-1953



St. Edwards Crown, 1953



Addition of blue enamel, 1963



Addition of colour to shield, 1983



Current OPP Shoulder Flash

Further, 2023 marked the 60th anniversary of a major redesign of the shoulder flash worn on the OPP standard uniform. In 1963, after receiving feedback from the field, Commissioner (Retired) Eric Silk made the decision to add the heraldic crown, St. Edward's crown, above the acronym 'O.P.P.' in block letters. Since that time, the shoulder flash has remained essentially unchanged, except for a slight reduction in size and the rounding of corners that happened in the mid-1970s.



PROFESSIONAL POLICING

The OPP is proud of its reputation as an ethical police service and its members' adherence to the code of conduct outlined in the *Police Services Act, Ontario Regulation 268/10 Part VII*. Daily, more than 9,000 members strive to earn and uphold the trust and confidence of Ontarians through the delivery of values-based and professional policing services across Ontario.

The OPP ensures it is accountable by educating the public with respect to their legislated rights for the reporting of public complaints. Any member of the public may file a complaint with the [Office of the Independent Police Review Director \(OIPRD\)](#) against a police service and/or a police officer.

The total number of conduct, policy and service complaints has increased by **7.2% SINCE 2022**

Table 12-1			
CONDUCT COMPLAINTS	2021	2022	2023
Substantiated	18	10	15
Screened Out	512	503	539
Ongoing	17	39	63
Informal Resolutions	129	91	59
Closed - Other	10	9	19
Unsubstantiated	120	84	84
Withdrawn	94	94	98
Total conduct complaints	900	830	877
SERVICE COMPLAINTS	2021	2022	2023
Closed	38	46	61
Screened Out by OIPRD	0	1	2
Withdrawn	1	1	1
Ongoing	0	0	3
Total service complaints	39	48	67
POLICY COMPLAINTS	2021	2022	2023
Closed	4	9	6
Screened out by OIPRD	0	0	0
Withdrawn	0	0	0
Ongoing	0	0	1
Total policy complaints	4	9	7

TOP 10 ALLEGATIONS CITED IN PUBLIC COMPLAINTS*

- 1
- NEGLECT
IMPROPER INVESTIGATION
- 2
- EXERCISE OF AUTHORITY
UNCIVIL TO PUBLIC
- 3
- NEGLECT
IMPROPER PROCEDURE
- 4
- EXERCISE OF AUTHORITY IMPROPER /
EXCESSIVE USE OF FORCE
- 5
- EXERCISE OF AUTHORITY
IMPROPER ARREST / DETENTION
- 6
- DISCRIMINATION
- 7
- EXERCISE OF AUTHORITY
PROPER CHARGE
- 8
- DISCREDIT FORCE REPUTATION
- 9
- DECEIT
FALSE STATEMENT IN RELATION TO INCIDENT
- 10
- EXERCISE OF AUTHORITY
IMPROPER SEARCH / ENTRY

*Cited by the public to the OIPRD as the reason for the complaint.

EARLY RESOLUTION PROGRAM



Table 13-1

INTERNAL COMPLAINTS	2022	2023
Substantiated	96	75
Unsubstantiated	10	9
Withdrawn	0	1
Informal Resolution	0	0
Ongoing	21	17
Closed – Other	5	4
Total	132	106

NOTICES OF HEARING - PUBLIC COMPLAINTS *



Chart 4-1

*A notice of hearing is served as a result of a substantiated complaint(s) and formal discipline is being sought. This refers to the number of Notices of Hearings that were served during each calendar year.





HEROES IN LIFE

SERGEANT ERIC MUELLER

MARCH 14, 1981 - MAY 11, 2023
RUSSELL COUNTY DETACHMENT



On May 11, 2023, Sergeant Eric Mueller and two other officers were responding to a disturbance at a home in Bourget, where a member of the community had reported hearing a gunshot. When they arrived on scene, all three members suffered gunshot wounds. Tragically, Sergeant Mueller succumbed to his injuries, leaving behind his wife and two children.

Sergeant Mueller's act of bravery and courage will never be forgotten. He exemplified the core values of an OPP officer, and his legacy will stand the test of time as an inspiration for all.

DETECTIVE CONSTABLE STEVE TOURANGEAU

OCTOBER 23, 1987 - MAY 29, 2023
PERTH COUNTY DETACHMENT



On May 29, 2023, Detective Constable Tourangeau was driving an unmarked force vehicle when he was involved in a motor vehicle collision and collided with a school bus. Tragically, Detective Constable Tourangeau died of his injuries, leaving behind his wife and three children. Sadly, a member of the public also perished in this collision. This incident affected both the OPP and the community it strives to keep safe every single day.

Detective Constable Tourangeau will forever be remembered for his dedication to law enforcement, his service to the community and his love for and commitment to his family.

BRIDGE DEDICATION

On July 18, 2023, a bridge at the Highway 11 overpass on Highway 534/Clark St. was officially dedicated in memory of Ontario Provincial Police Constable Patrick Clayton Armstrong, who was killed while on duty.

Provincial Constable Patrick Clayton Armstrong, age 38, was tragically killed when a bull moose appeared suddenly in the path of the cruiser on Sept. 11, 1963. He was survived by his wife and four children.

Memorial signs with the officer’s name and police service crest have been posted at each side of the bridge in his honour.

OPP MEMBERS ADDED TO CANADIAN POLICE AND PEACE OFFICER MEMORIAL AND ONTARIO POLICE MEMORIAL

The Canadian Police and Peace Officer Memorial is a ceremony held annually on the last Sunday in September at Parliament Hill, Ottawa. It gives Canadians an opportunity each year to formally express appreciation for the dedication of police and peace officers, who made the ultimate tragic sacrifice to keep our communities safe.

The ceremony, which took place on September 24, 2023, honoured three OPP officers; Provincial Constable Grzegorz (Greg) Pierzchala of the Haldimand County Detachment, Sergeant Eric Mueller of the Russell County Detachment and Detective Constable Steven Tourangeau of the Huron-Perth Community Street Crime Unit.

The Ontario Police Memorial Foundation Ceremony of Remembrance is held on the first Sunday in May each year. The Memorial was created to honour those police officers in the Province of Ontario who lost their lives in the line of duty. PC Pierzchala’s name was added to the Wall of Honour on May 7, 2023. Sgt. Mueller and Detective Constable Tourangeau will be included in the Ontario Police Memorial Foundation Ceremony of Remembrance on May 5, 2024.

Their devotion and service to our communities will never be forgotten.

Family, friends, dignitaries and members of the law enforcement community, including hundreds of OPP members, came together to remember and honour these heroes in life.

“This bridge dedication will remind us of Provincial Constable Armstrong’s courageous and selfless dedication, serving as an everlasting tribute for one of our fallen heroes,” said Caroline Mulroney, Minister of Transportation. “Police officers across the province keep people safe, and we are grateful for their hard work and devotion to the communities they serve.”

“We commemorate the ultimate sacrifice made by Provincial Constable Armstrong,” said Solicitor General Michael Kerzner. “Police officers across Ontario put their lives on the line each and every day to serve and protect their communities and we honour his commitment to duty and service.”

“Ontario’s police officers serve their communities with integrity and commitment. This bridge is a dedication to honour and remember Provincial Constable Armstrong,” said Commissioner Thomas Carrique. “He will not be forgotten, and this recognition will help keep his memory alive.”



OPP VETERANS' ASSOCIATION

The [Ontario Provincial Police Veterans' Association \(OPPVA\)](#) is dedicated to the well-being of current, former, and retired Uniform, Auxiliary and Civilian OPP employees and their families, as well as those from other law enforcement agencies who dedicated their lives to serving and protecting others. The OPPVA shall strive to maintain its link to and support of its past by committing to promote the social, economic, and physical welfare of its members.

The OPPVA represents the best interests of its membership by continuing its close relationship with the OPP and the Ontario Provincial Police Association (OPPA) in areas of mutual concern to the Governments of Canada and Ontario. This achievement is attained by instilling fellowship, continuing relationships, renewing friendships, and remaining active, thus rekindling a sense of pride and purpose for the organization, and reinforcing its motto: Working Together for the Benefit of All.

"It is truly gratifying for the OPP Veterans' Association to be included in the OPP Annual Report for 2023. The OPP continues to acknowledge the tremendous contributions of our Veterans. The OPPVA motto "working together for the benefit of all" is obviously shared by the active organization. For that, we thank you sincerely.

**Robert H Pilon,
President OPPVA**

The OPP Veterans' Association is governed by a Board of Directors comprised of a President, Vice President, Secretary, Treasurer, Webmaster and four Directors. It is comprised of 24 Chapters across the province with the newest chapter being added in 2023 supporting the Huron/Perth area of Southwestern Ontario. Membership as of December 31, 2023 was 2,328 members consisting of:

- 1,619 Regular and Associate Members,
- 424 Life Members, and
- 285 Honorary Members.

Some notable accomplishments during 2023 include finalizing the [Silent Partners Award Program](#) with the addition of the last two recipients. Between 2015 and 2023, a plaque to honour the program and its recipients has been donated to the OPP, the OPPVA, the OPP Union and the Friends of the Museum, and is expected to be unveiled in 2024.

In 2015, the Silent Partner program was launched to recognize the wives of OPP officers who lived with their husbands in remote northern communities for more than a year. These women often took radio calls, dealt with complaints, and provided medical care when called upon. In some instances, their husband was the only police officer in the community.

The OPPVA worked closely with the OPP on the implementation of the veterans' voice network. This program will be an outreach to all our members run by volunteers focusing on well-being and safety. The committee, working closely with the Healthy Workplace Team, will be developing a manual and procedures to train the volunteers to identify signs of an OPP veteran in need. This program is planned to launch a proof-of-concept in Chapter 18 Orillia in 2024.

LOOKING FORWARD TO CELEBRATING 50 YEARS OF WOMEN IN UNIFORM IN 2024

OPP Inspector Irena Lawrenson
Served from 1974-2005

OUR HISTORY

MISSION SUCCESS STORY EYES IN THE SKY

On May 12th, 2023, at 13:55 hrs, Sault Ste. Marie Police Service requested the assistance of the OPP to help locate an 11-year-old girl who went missing from an outdoor learning centre. She was last seen at 11:00 hrs when she was playing with her friends. The missing girl was said to be familiar with the trails at the school as they had been on them three times a week since September.

A place last seen was determined by friends who were playing with her at the centre. The search radius was mainly surrounded by trails, a golf course, houses, and major roads.

Extensive searches were conducted with over 40 personnel including Sault Ste. Marie Police Emergency Services Unit, the Ministry of Natural Resources and Forestry, Sault Ste. Marie Police Search and Rescue, three police canine teams, eight Emergency Response Team members, and an OPP helicopter.

The next day at 16:00 hrs, the missing girl was located by an OPP helicopter on a trail 5 km away from the place last seen. She was as far as 7 km from the place last seen when she started walking back towards the school. The young girl was picked up by the helicopter and transported to the Command Post where she was reunited with her family.

For over 24 hours multiple organizations collaborated to safely reunite the young girl with her family.

“It was an unbelievable feeling to see her waving.”
- Father of the young girl

WORK

ENHANCING OUR RESPONSE TO EMERGENCIES AND CRITICAL INCIDENTS

In recent years, incidences of civil unrest and unlawful demonstrations, including illegal blockades and/or disruption of essential services and/or critical transportation infrastructure, have resulted in states of emergency at the municipal, provincial and/or federal levels. The OPP recognized a need to enhance its resources to build the required capacity to be able to provide responsive and sustainable support in these situations.

Over and above responding to incidents in OPP-policed jurisdictions and providing substantial assistance to other police services, the OPP may be required to activate a province-wide deployment and reassign officers from across the province to take a lead role in responding to public emergencies and critical incidents. Previously, initiating and sustaining a response to multiple incidents of civil unrest in all five regions and Highway Safety Division as well as mass multi-day deployments has stretched the capacity of OPP resources and negatively impacted regular police operations.

In response, the provincial government has created a three-pillar strategy with both legislative and non-legislative measures to protect Ontario from future disruption. These measures include dedicated enhancements to policing capacity, resources and training to ensure the province is well-equipped and better prepared to respond to future events.



The OPP requested enhanced resources to build capacity to respond to critical incidents as the provincial police service. These enhanced resources specifically contribute to:

- Preventing injury, preserving life and protecting critical infrastructure through the adequate and effective deployment of public order trained and equipped officers; the collection, dissemination and actioning of intelligence; the early and ongoing intervention and engagement of liaison officers; and the investigation and prosecution of offences;
- Enabling removal and seizure of objects compromising critical infrastructure; and,
- Leading the development and facilitating the regular testing of integrated operational plans designed to protect critical infrastructure from risks associated to illegal activities.

The enhanced resources include:

- The establishment of full-time regional based Emergency Response Team members;
- Public Order Unit enhancements and equipment;
- Additional dedicated resources within the Emergency Management Unit;
- Additional Provincial Liaison Team positions/resources;
- Increased support positions and resources in the Provincial Operations Intelligence Bureau, Cyber Operations Section Investigations and Provincial Asset Forfeiture Unit to address requirements associated to an emergency response;
- Additional Corporate Services positions to assist with human resources, financial and procurement needs during a time of emergency;
- Additional tethered and tactical remotely piloted aircraft systems;
- Enhanced portable fingerprint and photograph processing equipment;
- Specialized transit vans;
- The establishment of an OPP Heavy Tow Program; and
- An increase of enhanced Public Order Training.



COMBATING AUTO THEFT

Incidents involving vehicle crime have been steadily increasing. According to the Équité Association, auto theft increased in Ontario by 48% between 2021 and 2023. While vehicle crime including theft, carjackings and criminality in the tow industry is not new, the levels of violence, intimidation and firearms used in these incidents represents a new and evolving threat to public safety.

Understanding that a rapid, inter-provincial approach is required to mitigate this issue, the Government of Ontario announced the creation of the OPP-led Provincial Auto Theft and Towing (PATT) Team (formerly called the Organized Crime Towing and Auto Theft Team) on May 3, 2023. This joint forces operation addresses auto theft from a serious and organized crime lens. The PATT Team focuses on intelligence-led enforcement and investigations into the organized criminal networks that support the theft, storage, transportation of vehicles to be illegally resold and exported.

In 2023, the PATT Team made tremendous progress in terms of staffing, partnerships and operations, with dedicated teams having been established in Central, West and East regions. PATT Team members also led and assisted with several successful investigations and enforcement initiatives.

**FROM OCTOBER TO DECEMBER 31, 2023,
PCJTF EFFORTS RESULTED IN:**

- 66 ARRESTS
- 435 CHARGES LAID UNDER THE CC
- 99 STOLEN VEHICLES RECOVERED



PROJECT BIG RIG

In June 2023, a member of the newly formed PATT Team was seconded to Peel Regional Police (PRP) and began a multi-jurisdictional investigation called Project Big Rig. An interdiction strategy was initiated with CP Rail, Équité Association, and York Regional Police (YRP). From June 19 to 23, 2023, PATT Team members and partners examined 27 shipping containers and recovered 53 stolen vehicles. PRP arrested 15 suspects and laid 73 charges. In total, over \$9 million in property was recovered.

PROJECT FAIRFIELD

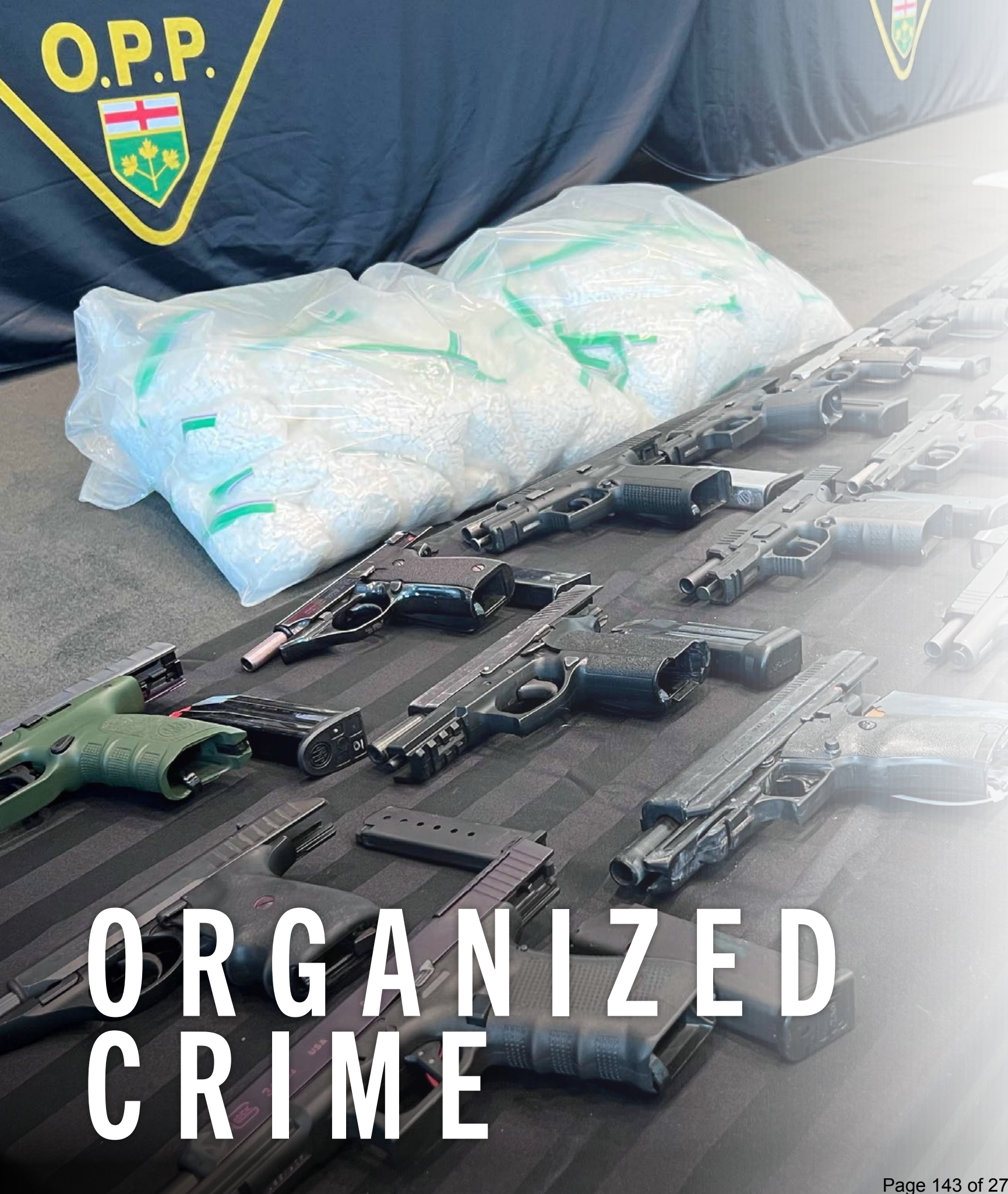
On August 3, 2023, the Windsor Police Service (WPS) and OPP Organized Crime Enforcement Bureau (OCEB) West announced the results of Project Fairfiled. This investigation was supported by the PATT Team, Canadian Border Services Agency, London Police Service, and resulted in the recovery of 214 vehicles worth an estimated \$8 million. In total, 23 individuals were arrested and 279 charges were laid under the *Criminal Code* (CC) and *Controlled Drugs and Substances Act*. Officers also seized more than \$140,000 in Canadian currency, \$26,000 in United States currency and illicit drugs.

PROVINCIAL CARJACKING JOINT TASK FORCE

In 2023, the OPP and the Toronto Police Service (TPS) announced the creation of a Provincial Carjacking Joint Task Force (PCJTF). The PCJTF addresses incidents of violence related to vehicle crimes, with a focus on carjackings, home invasions, assaults and other forms of intimidation being used in the commission of these offences.

Co-led by the OPP and TPS, the task force is a collaboration between police services from across the Greater Toronto Area, including YRP, Halton Regional Police Service, Durham Regional Police Service, PRP and other external agencies, including Criminal Intelligence Service of Ontario (CISO). The PCJTF is being funded by participating police services, and by CISO, through funding provided by the Government of Ontario.





ORGANIZED CRIME

PROVINCIAL WEAPONS ENFORCEMENT UNIT (PWEU)

Table 14-1

Stemming the illegal flow of firearms, ammunition, and explosives

	2021	2022	2023
Total charges	120	81	148
Total arrests	13	15	30
Total warrants executed	15	14	19
Firearm seizures	116	1,538	358
Other weapon/prohibited device seizures	121	40	81
Firearm traces	2,133	2,736	3,105
Judicial authorizations	36	34	144
USA collateral investigations	148	219	187
Assist to other unit/agency	2,123	1,679	1,904
Expert requests/reports	24	6	8

Increase in 2022 can be attributed to the significant seizure netting 1,500 firearms during one investigation.

PROVINCIAL GUNS AND GANGS (PGNG) ENFORCEMENT TEAM

Table 14-2

Combating gun and gang violence in communities across Ontario

	2023
Investigations	61
Arrests	89
Charges	760
Judicial Authorizations	1,026
Warrant Executions	191
Firearm Seizures	216
Other Weapon/Prohibited Device Seizures	372
Ammunition (rounds) Seizures	75,900
Assist to Other Unit/Agency	64

New team established in late 2022. First reporting year is 2023.

PROVINCIAL ASSET FORFEITURE UNIT (PAFU)

Table 14-3

Enforcing the economic consequences of criminality

	2021	2022	2023
Investigations	843	261	522
Restraints/Seizures	\$65,233,528	\$42,173,570	\$20,805,811
Forfeitures	\$6,218,350	\$2,199,075	\$12,943,129

Decrease in 2022 over 2021 can be attributed to significant ongoing resource-intensive investigation(s) and the requirement for increased efficiencies to be established with the Public Prosecution Service of Canada.

BIKER ENFORCEMENT UNIT (BEU)

Table 15-1

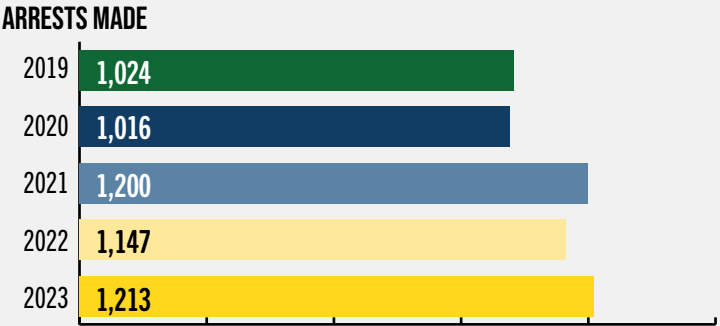
Investigating illegal activities of Outlaw Motorcycle Gangs with a view toward criminal enforcement, as well as asset forfeiture and seizure

	2021	2022	2023
Total arrests	26	11	43
Assisted arrests	31	13	14
Total charges	332	28	202
Assisted charges	146	117	100
Total warrants executed	59	36	135
Assisted warrants executed	23	23	54
Seizures	201	74	168
Assisted seizures	8	14	55
Expert requests	5	19	39

REPEAT OFFENDER PAROLE ENFORCEMENT (ROPE) SQUAD

Chart 5-1

Apprehending those who pose a significant threat to Ontario communities



PROVINCIAL JOINT FORCES CANNABIS ENFORCEMENT TEAMS (PJFCET)

Table 15-2

Combating the illegal and unsafe cannabis product market

	2021	2022	2023
Total Charges	166 (157 Federal; 9 Criminal Code)	60 (32 Federal; 28 Criminal Code)	111 (73 Federal; 38 Criminal Code)
Total Arrests	101	20	45
Total Warrants Executed	36	17	12
Total Illegal Cannabis Storefronts Enforced	0	1	4
Total Illegal Cannabis Production Sites Enforced	30	5	7
Total Residential Dwellings Enforced	5	8	1
Canada Post Intercept Seizures	0	0	0
Total Value of Illegal Cannabis Products Seized	\$160,585,979.18	\$74,773,843	\$128,316,556
Total Duty Fees Loss	\$48,566,040	\$31,941,905	\$50,442,350
Total Currency Seized	\$985,773	\$1,518,988	\$439,111

OPP CANNABIS PRODUCTION SITE ENFORCEMENT ACTION

Table 16-1

	2021	2022	2023
Total Charges	143 (136 Federal; 1 Criminal Code)	23 (20 Federal; 3 Criminal Code)	52 (50 Federal; 2 Criminal Code)
Total Arrests	89	13	36
Total Warrants Executed	30	5	7
Total Value of Illegal Cannabis Products Seized	\$155,001,090	\$10,622,115	\$124,051,705
Total Cannabis Plants Seized	95,461	18,696	111,781
Total Duty Fees Loss	\$46,500,327	\$12,599,773	\$49,360,157
Total Currency Seized	\$351,200	\$1,190.00	\$31,565

Notes: Warrants reflect PJFCET assistance to CSCU teams. This is not all-encompassing for the OPP.

CONTRABAND TOBACCO ENFORCEMENT TEAM (CTET)

Table 16-2

Investigating the smuggling and trafficking of contraband tobacco in conjunction with the CBSA

	2021	2022	2023
Value of Seized Contraband Tobacco	\$354,200	\$756,390	\$1,552,275
Tax Loss Representation	\$2.6 million	\$3.8 million	\$8.2 million

COMMUNITY STREET CRIME UNITS (CSCUs)

CSCUs are mission-driven teams embedded in detachments around the province targeting the illicit drug trade and street crime, including property crimes. Teams work to develop an in-depth understanding of the issues facing their local communities to devise appropriate strategies for reducing victimization.

- \$20,353,195 in drugs seized including:
 - \$10,206,181 in illicit cannabis and cannabis products
 - \$3,393,495 in cocaine
 - \$1,978,225 in methamphetamine
 - \$2,316,762 in fentanyl
- 1,219 weapons seized *
- 1,887 warrants** executed
- 3,092 persons charges
- 13,714 charges laid
- \$12,386,371 in offence-related property seized
- \$1,646,618 currency seized

*Includes restricted firearms, rifles, shotguns, other guns, prohibited devices, archery.

** Includes both Warrants (phone search warrants, tracking warrants, production orders, CDSA warrants, CC warrants etc.) and Warrant Services (residential/commercial search warrant entries)

CSCUs CONTINUED

	2021	2022	2023
Warrants and Warrant Services	2,202	2,119	1,887
Persons Charged	2,980	3,005	3,092
Total Charges	13,430	12,479	13,714
Offence-Related Property Value	\$3,452,778	\$8,455,130 + 27 vehicles	\$12,386,371 + 26 vehicles
Total Currency Seized	\$2,366,959	\$2,589,535	\$1,646,618
Firearms/weapons Seized	723	828	1,219
Total Amount of Seized Drugs Sch. I to IV	\$8,070,842	\$10,080,595	\$10,147,014
Total Amount Seized under the Cannabis Act*	\$233,006,376	\$22,385,219	\$10,206,181
Grand Total	\$241,077,218	\$32,465,814	\$20,353,195

*Note: The reduction in cannabis seizures is the result of the province-wide Cannabis Enforcement Intelligence Strategy, with a focus on illicit cannabis production, not being continued into 2022 as the focus transitioned to other public safety/health priorities including guns & gangs, opioid crisis, and fentanyl trafficking enforcement.

CAVEATS ON THE ESTIMATED VALUES:

- All prices were compiled as the provincial Southern Ontario averages
- All drug values for the seizure of CDSA controlled substances listed as the maximum potential street value
- All values for the seizure of cannabis was valued at the pound level
- All values were calculated as the suspected drugs seized at the time of the seizure and do not necessarily reflect the results from the Health Canada certificates of analysis.



ORGANIZED CRIME OPP-LED JOINT FORCES INVESTIGATIONS AND PROJECTS

PROJECT ABSTRACT

A five-month multi-jurisdictional auto-theft investigation into members of the Bacchus Motorcycle Club (MC) and Red Devils MC.

34 warrants 2 arrests

- Drugs Seized**
- 28 g methamphetamine
- TOTAL VALUE: \$1,680**
- Other Seizures**
- 9 stolen vehicles (re-VINed)

- Partner Agencies**
- Halton Regional Police Service
 - Hamilton Police Service
 - Ottawa Police Service
 - Royal Canadian Mounted Police (St. John's) (RCMP)

PROJECT ALLOY

A five-month multi-jurisdictional drug trafficking investigation in the Ottawa and Thunder Bay areas.

9 warrants 6 arrests 43 charges laid 12 firearms / weapons seized

- Drugs Seized**
- 2.6 kg of crystal meth
 - 1.2 kg of cocaine
 - 33 g and 739 tablets/of methamphetamine
 - 2.4 g of crack cocaine
 - 35 oxycodone tablets
 - 175 hydromorphone tablets
 - 5 methylenedioxymethamphetamine (MDMA) tablets
- TOTAL VALUE: \$283,061**

- Other Seizures**
- 1 crossbow
 - 1 set of brass knuckles
 - Drug paraphernalia
 - 2 vehicles
 - 11 cell phones

PROJECT APOLLO

An investigation into an illegal cannabis production and distribution network.


7 warrants 4 arrests


- Drugs Seized**
- TOTAL VALUE: \$4,000,000**
- Other Seizures**
- \$400,000 CAD currency
 - Jewellery
 - 1 vehicle


- Partner Agencies**
- Durham Regional Police Service
 - Toronto Police Service
 - York Regional Police


PROJECT ARCTIC

A one-month investigation into members of the Loners MC and Outlaw MC.

 6 warrants

 9 arrests

 39 charges laid

 2 firearms / weapons seized

Other Seizures

- Two Harley Davidson motorcycles
- Ammunition

Partner Agencies

- Brockville Police Service
- Cornwall Police Service
- Kingston Police Service
- Ottawa Police Service

PROJECT ASH

A mid-level drug trafficking investigation.

 4 arrests

 31 charges laid

 1 firearm / weapon seized

Drugs Seized

- 298 g of cocaine
- 242 g of crystal meth
- 171 prescription tablets


TOTAL VALUE: \$37,640


Other Seizures


- \$29,235 CAD currency


PROJECT BONGO

A five-month firearm trafficking investigation.

 1 warrants

 4 arrests

 17 charges laid

 43 firearms / weapons seized

Other Seizures


- 2020 Land Rover SUV


Partner Agencies


- US Bureau of Alcohol, Tobacco, Firearms and Explosives
- Canadian Border Services Agency
- US Homeland Security Investigations
- OPP Border Enforcement Security Task Force (BEST)
- US Customs Border Protection


PROJECT BREAKOUT

A one-month multi-jurisdictional firearm trafficking investigation in London and Chatham.

 4 warrants

 8 arrests

 87 charges laid

 7 firearms / weapons seized

Drugs Seized

- 3.638 kg of fentanyl
- 430 g methamphetamine
- 51 g cocaine
- 20 g MDMA
- 600 hydromorphone capsules
- 400 oxycodone tablets

TOTAL VALUE: \$796,480

Other Seizures

- \$6,000 CAD currency
- Ammunition
- 3 cell phones
- 2 extended magazines

Partner Agencies

- Chatham-Kent Police Service
- London Police Service
- St. Thomas Police Service

PROJECT CANATA

A three-month multi-jurisdictional drug trafficking investigation.

 1 warrants

 2 arrests

 34 charges laid

 1 firearm / weapon seized

Drugs Seized

- 28 g cocaine

TOTAL VALUE: \$2,240

Other Seizures

- \$11,500 CAD currency
- Cell phones
- Four Loners MC vests
- Ammunition
- One vehicle (re-VINed)

PROJECT CASBAH

A four-month multi-jurisdictional vehicle theft, firearm, and drug trafficking investigation.

 8 warrants

 9 arrests

 41 charges laid

 2 firearms / weapons seized

Drugs Seized

- 102.5 kg of fentanyl
- 1.05 kg of cocaine
- 163 oxycodone tablets

TOTAL VALUE: \$875,379

Other Seizures


- \$50,618 CAD currency
- Crypto currency wallet
- Ammunition
- Over-capacity magazine

Partner Agencies

- Brantford Police Service
- Hamilton Police Service
- London Police Service
- RCMP
- Waterloo Regional Police Service
- Windsor Police Service

PROJECT COMFREY

A drug trafficking investigation into the distribution of illicit drugs in North West Ontario.

 3 warrants

 1 arrest

Drugs Seized

- 14 kg of methamphetamine
- 2 kg of fentanyl

TOTAL VALUE: \$1,240

Other Seizures


- \$70,000 CAD currency


Partner Agencies


- RCMP (Moncton)


PROJECT COYOTE

A thirteen-month joint-force firearm and drug trafficking investigation in the Quinte area.

 36 warrants

 27 arrests

 171 charges laid

 8 firearms / weapons seized

Drugs Seized

- 16 kg of cocaine
- 9 kg of cannabis
- 6 kg of crystal meth
- 3.6 kg of hashish
- 1.5 kg of fentanyl
- 7 g of psilocybin
- 700 cannabis edibles
- 500 packages cannabis edibles
- 500 vape pens and cartridges
- 400 crystal meth tablets

TOTAL VALUE: \$2,138,270

Other Seizures

- \$370,000+ CAD currency
- 3 replica handguns
- 2 stun guns
- 10 vehicles
- Jewelry (value \$150,000)
- Ammunition
- Outlaw MC vest

Partner Agencies

- Belleville Police Service
- Canadian Border Services Agency
- Toronto Police Service

PROJECT DERAILLEUR

A seven-month, joint force, multi-jurisdictional drug trafficking investigation of members of the Outlaws MC.

11 warrants

12 arrests

52 charges laid

4 firearms / weapons seized

Drugs Seized

- 198 g of cocaine
- 242 oxycodone tablets
- 200 percocet tablets
- 100 hydromorphone tablets

TOTAL VALUE: \$18,390

Other Seizures

- Outlaws MC vests
- \$11,000 CAD currency
- 7 prohibited weapons/devices

Partner Agencies

- Aylmer Police Service
- London Police Service
- St. Thomas Police Service
- Strathroy Police Service

PROJECT FAIRFIELD

A ten-month investigation into an organized crime group “re-VINing” stolen vehicles and trafficking firearms / controlled substances between the GTA and Windsor.

14 warrants

23 arrests

279 charges laid

Drugs Seized

- 14,900 synthetic opioid tablets
- 1050 methamphetamine tablets
- 2.2 kg of cannabis
- 499 g of cannabis concentrate
- 320 g of cocaine

TOTAL VALUE: \$123,311

Other Seizures

- \$144,635 CAD currency
- \$26,698 US currency
- 214 vehicles

Partner Agencies

- Canadian Border Services Agency
- London Police Service
- Windsor Police Service

PROJECT FLOODPLAN

An investigation into the manufacturing of firearms on Wolfe Island.

2 warrants

51 firearms / weapons seized

Other Seizures

- Noise suppressor (silencer)
- 3D printers
- 53 prohibited magazines
- 1 pellet handgun

PROJECT MOFFATT

A seventeen-month drug trafficking and money laundering investigation spanning from the GTA through to North East and North West Regions.

14 warrants

23 arrests

387 charges laid

29 firearms / weapons seized

Drugs Seized

- 159 kg of marijuana
- 25.25 kg of cocaine
- 12 kg of fentanyl
- 5 kg of crystal methamphetamine
- 74 g of benzodiazepine
- 260,000 methamphetamine tablets

TOTAL VALUE: \$6,034,500

Other Seizures

- \$289,297 CAD currency
- \$1,562 US currency
- Ammunition
- Over-capacity magazine
- 13 vehicles

PROJECT SILT

A three-month fentanyl investigation in southwestern Ontario with ties to GTA.

7 warrants

9 arrests

37 charges laid

4 firearms / weapons seized

Drugs Seized

- Fentanyl
- Cocaine

TOTAL VALUE: \$11,113

Other Seizures

- \$395 CAD currency
- 1 taser
- 6 cell phones
- Drug paraphernalia

Partner Agencies

- Sarnia Police Service

PROJECT SONIC

A seven-month investigation into the trafficking of controlled substances to northwestern Ontario.

7 warrants

8 arrests

23 charges laid

Drugs Seized

- 6 kg of cocaine
- 99 g of fentanyl

TOTAL VALUE: \$499,600

Other Seizures

- \$100 CAD currency

Partner Agencies

- Alcohol Gaming Commission of Ontario

PROJECT TIGER

An eight-month drug trafficking investigation in the City of Sudbury.

5 warrants

6 arrests

31 charges laid

1 firearms / weapons seized

Drugs Seized

- 2.6 kg of cocaine
- 281 g of fentanyl

TOTAL VALUE: \$264,200

Other Seizures

- \$70,000 CAD currency
- 2 vehicles

Partner Agencies

- Sudbury Police Service

PROJECT WAVELENGTH

A five-month investigation into the trafficking of drugs from Mississauga to Thunder Bay.

4 arrests

Drugs Seized

- 4 kg of cocaine

TOTAL VALUE: \$320,000

Other Seizures

- \$113,000 CAD currency
- 1 vehicle

TOTAL VALUE OF DRUGS SEIZED IN 2023 THROUGH OCEB PROJECTS:

\$15,407,104

OPP ASSISTED PARTNER-LED PROJECTS

PROJECT MAGIC A joint force investigation into the trafficking of opioids to the United States through Canada Post.	1 warrants	2 arrests	29 charges laid	1 firearms / weapons seized
	Drugs Seized <ul style="list-style-type: none">76 kg schedule 6 – MDMA pre-cursor1.5 kg of fentanyl90 g of methamphetamine	Other Seizures <ul style="list-style-type: none">Over-capacity magazinesAmmunition2 bullet proof vests1 vehicle	Partner Agencies <ul style="list-style-type: none">US Homeland Security Investigations	
PROJECT MIXER A OPP BEST joint force investigation into cross border drug/firearm smuggling in Niagara Falls, Ontario and Buffalo, New York.	5 arrests	16 charges laid		
	Drugs Seized <ul style="list-style-type: none">3 kg of MDMA	Other Seizures <ul style="list-style-type: none">7 commercial size drones	Partner Agencies <ul style="list-style-type: none">US Homeland Security Investigations	
PROJECT MONEYPENNY An eleven-month Toronto Police Service-led, joint force firearm trafficking investigation in GTA.	49 warrants	44 arrests	483 charges laid	86 firearms / weapons seized
	Drugs Seized <ul style="list-style-type: none">1.8 kg of cocaine1.5 kg of fentanyl	Other Seizures <ul style="list-style-type: none">45 over-capacity magazinesAmmunitionBody armour	Partner Agencies <ul style="list-style-type: none">Toronto Police ServiceYork Regional Police	
PROJECT OASIS London Police Service-led joint force firearm trafficking investigation.	2 warrants	2 arrests	41 charges laid	2 firearms / weapons seized
	Drugs Seized <ul style="list-style-type: none">15 kg of fentanyl4.5 kg of cocaine<1000 prescription tablets	Other Seizures <ul style="list-style-type: none">\$21,000 CAD currencyAmmunitionReplica firearm	Partner Agencies <ul style="list-style-type: none">London Police ServiceSarnia Police Service	

OPP ASSISTED PARTNER-LED PROJECTS

PROJECT ODEON Hamilton Police Service-led joint force investigation into drug trafficking.	12 arrests	1 firearms / weapons seized		
	Drugs Seized <ul style="list-style-type: none">25.6 kg of fentanyl18 kg of methamphetamine6 kg of ketamine	Other Seizures <ul style="list-style-type: none">AmmunitionJeweleryVehicles	Partner Agencies <ul style="list-style-type: none">Hamilton Police ServiceYork Regional Police	
PROJECT PENGUIN Sûreté du Québec (SQ)-led joint force drug trafficking investigation.		1 firearms / weapons seized		
	Drugs Seized <ul style="list-style-type: none">20.5 kg of cocaine	Other Seizures <ul style="list-style-type: none">\$3,000 CAD currency1 vehicle	Partner Agencies <ul style="list-style-type: none">La Sûreté du Québec	
PROJECT REPRODUCTION A two-month Quebec integrated Firearms Trafficking Team-led firearm joint force investigation.	14 warrants	11 arrests	58 charges laid	62 firearms / weapons seized
	Drugs Seized <ul style="list-style-type: none"><1000 fentanyl pills	Other Seizures <ul style="list-style-type: none">10 personally manufactured firearms43 partially manufactured firearms<100 of firearms parts10 3D printers<100 magazinesAmmunitionBullet proof vests	Partner Agencies <ul style="list-style-type: none">Akwesasne Mohawk Police ServiceDurham Regional Police ServiceHamilton Police ServiceHalton Regional Police ServiceKingston Police ServiceLondon Police ServiceNiagara Regional Police ServiceOttawa Police ServicePeel Regional PoliceRCMPToronto Police ServiceWindsor Police ServiceWoodstock Police ServiceYork Regional Police	

A value of drugs seized for these projects is not provided, as they have been valued by the lead agency when released to the media. Pricing is not always consistent with OPP pricing and could be either street-value or wholesale. For consistency, values not provided.

FIGHTING FINANCIAL FRAUD AND SUPPORTING VICTIMS

SERIOUS FRAUD OFFICE (SFO)

DEBIT DIRECT – TOWN HALLS

Debit Direct was a SFO investigation that centered around a Ponzi scheme involving over 500 victims. The accused faced restitution and fines. In response, the SFO organized and hosted four town halls, attended by over 400 impacted victims. Victim Liaisons, Investigators, the Crime Prevention Team, and the SFO Chief Counsel participated, explaining the reasons for the delays, and outlining efforts to expedite payments. Thankfully, this situation is now resolved, and restitution payments are being made to victims through the Ministry of the Attorney General (MAG). This exemplifies the importance of service excellence in addressing the needs of victims of fraud.

PROJECT ROUTLEDGE

The SFO arrested and charged five suspects who had exploited fictitious or ineligible businesses to apply for funding through Ontario government COVID-19 relief programs. The charges brought against the suspects include fraud and possession of property obtained by crime.

PROJECT PADDOCK

The SFO concluded its investigation into allegations of fraud related to a \$300 million dollar renovation project at St. Michael’s Hospital in downtown Toronto. Evidence of fraud in the contract award process from 2015 was uncovered. As a result, the SFO arrested and charged two suspects in connection with these alleged crimes.

ANTI-RACKETS BRANCH

PROJECT CROFT

The Ministry of Education requested the OPP Anti-Rackets Branch conduct an extensive investigation into a fraud against the Ontario Ministry of Education’s Support for Families program. A high-ranking director within the ministry orchestrated the decade-long criminal activity. The suspect’s expert knowledge of computers and programming facilitated the fraud. In April 2023, the suspect pleaded guilty and received a 10-year custodial sentence along with a \$47,462,649 restitution order.

The investigation led to the recovery of approximately \$53,000,000 in assets, including cash, bank accounts, and properties.



ONTARIO REGULATION 58/16*

COLLECTION OF IDENTIFYING INFORMATION IN CERTAIN CIRCUMSTANCES (CIICC)

This regulation applies with respect to an attempt by a police officer to collect identifying information about an individual from the individual, if that attempt is done for the purpose of:

- a. Inquiring into offences that have been or might be committed;
- b. Inquiring into suspicious activities to detect offences; or
- c. Gathering information for intelligence purposes.

Reporting herein for 2023 complies with the prescribed requirements under Section 14 of the Regulation.

Disproportionality analysis was conducted using the most recent National Household Survey data as prescribed under Section 14(4) (1). In 2023, there were no collections made under Ontario Regulation 58/16. Due to the small sample size and lack of relevant geographic comparability, the analysis was unreliable to establish conclusively that attempts were or were not made disproportionately based on the gender, age or racialized group or combination of groups.

Table 18-1	2020	2021	2022	2023
Number of Attempted Collections – identifying information collected	7	10	6	0
Number of Attempted Collections - no identifying information collected	0	1	0	0
Total number of attempted collections	7	11	6	0



OPP DETACHMENTS / DIVISIONS WHERE COLLECTIONS WERE ATTEMPTED

2020	2021	2022	2023
6	5	5	0

Table 18-2	2020	2021	2022	2023
Number of times exemption provisions were relied upon	0	0	1	0
Number of times a record of the attempt was declined by an individual	3	2	1	0
Exceptions from providing receipt-might compromise the safety of an individual {Clause 7(2)(a)}	1	0	0	0
Number of determinations of non-compliant attempts to collect identifying information {Section 5 or Clause 9(4)(a)}	2	1	0	0
Number of times a member of the OPP was permitted to access the information - chief of police or a person designated was satisfied that access was needed. Section 9(10)(2)(iv) in order to prepare the annual report described in Subsection 14(1) or the report required under Section 15	2	1	1	0

*Note: Effective April 1, 2024, Ontario Regulation 58/16 - Collection of Identifying Information in Certain Circumstances (CIICC) was revoked as per Ontario Regulation 134/24, made under the Police Services Act. At that time, Ontario Regulation 400/23 - Collection of Identifying Information in Certain Circumstances (CIICC) came into force under the Community Safety and Policing Act.

Chart 6-1

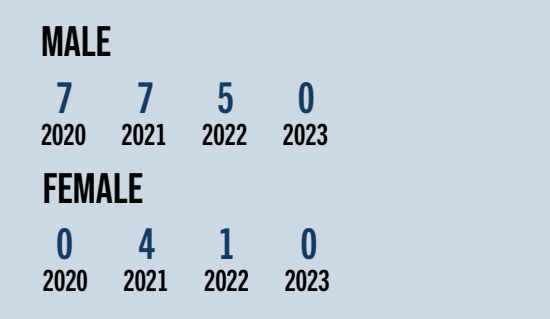
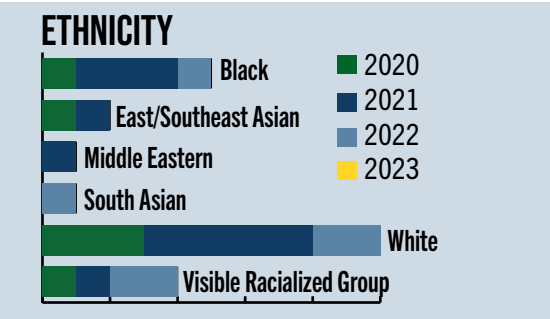


Chart 6-2

AGE	2020	2021	2022	2023
< 20 yrs.	1	2	0	0
20-29 yrs.	4	2	3	0
30-39 yrs.	2	5	3	0
40-49 yrs.	0	1	0	0
> 49 yrs.	0	1	0	0

Chart 6-3



PROTECTING VULNERABLE PERSONS

OPP CHILD SEXUAL EXPLOITATION UNIT (CSEU)

Tracking and targeting predators responsible for making, importing/exporting, selling, distributing, accessing and possessing child pornography.

	2020	2021	2022	2023
Child victims identified and supported	80	73	118	52
New investigations launched	428	509	482	335
Persons arrested and charged	74	54	95	105
Charges laid	365	205	411	376
Persons charged - aged 18+*	56	43	-	-
Repeat offenders charged*	10	5	-	-
Non-consensual distribution of intimate images charges laid*	8	-	-	-
Victim referrals to counselling	46	47	17	-

*Data not collected.

PROVINCIAL STRATEGY TO PROTECT CHILDREN FROM SEXUAL ABUSE AND EXPLOITATION ON THE INTERNET

OPP-led team of expert investigators, forensic analysts, Crown Attorneys and victim service personnel for the coordinated province-wide approach for prevention, awareness and combating Internet crimes against children.

	2020	2021	2022	2023
Child victims identified and supported	218	211	241	359
New investigations launched	7,455	7,264	8,215	8,303
Persons arrested and charged	578	509	468	500
Charges laid	2,395	2,191	2,369	2,043
Persons charged - under the age of 18	-	96	67	59
Persons charged - aged 18+*	501	413	401	441
Repeat offenders charged*	108	44	72	53
Non-consensual distribution of intimate images charges laid	24	36	14	23
Victim referrals to counselling	372	598	339	180

What is labour trafficking?

It is a form of modern-day slavery in which individuals perform labour or services through the use of force, fraud or coercion. It includes situations of debt bondage, forced labour and involuntary child labour.



INCIDENTS OF NON-CONSENSUAL DISTRIBUTION OF INTIMATE IMAGES

Table 20-1

	2020	2021	2022	2023
Victims under the age of 18	60	57	59	85
Victims over the age of 18	19	23	20	11
Offenders under the age of 18	51	27	14	27
Offenders over the age of 18	18	13	14	7

OPP-LED ANTI HUMAN TRAFFICKING TEAM

Table 20-2

Combating human trafficking across the province of Ontario.

	2022	2023
Human trafficking offences reported	63	155
Number of victims provided supports	82	44
Human trafficking organizations identified	2	3
Proactive investigations	14	13
Intelligence reports generated	151	140

ONTARIO CENTRE FOR MISSING PERSONS UNIDENTIFIED REMAINS

Table 20-3

Investigating, supporting and identifying potential linkages between unidentified remains and missing persons

Persons reported missing in OPP jurisdictions throughout 2023	4,892
Unresolved missing persons since November 1935	349
Unidentified human remains investigations within OPP jurisdiction	2
Unidentified human remains investigations assisted outside OPP jurisdiction	13
Unresolved unidentified human remains investigations	10



PROVINCIAL CRIME OVERVIEW

YOUTH CRIME

YOUTH INVOLVEMENT (YOUTH AGED 12-17)

In 2023 there were 28 *Youth Criminal Just Act* (YCJA) violations reported resulting in 25 youths charged. The total number of YCJA violations decreased by 10% over 2022.

72% MALE YOUTHS CHARGED AND 28% FEMALE YOUTHS CHARGED.

ELDER ABUSE

Occurrences with victims 65 years of age or older are considered elder abuse occurrences as per Statistics Canada’s definition of ‘Elder’. Instances of elder abuse in 2023 increased by 8% over 2022 and 15% over 2021.

HATE CRIME

Hate motivated incidents and crimes reported to the OPP more than doubled in 2023 when compared to 2022. There was a 62% increase from 2021 to 2022. Data auditing for hate crimes occurred starting with 2023 data, which may contribute to some of the noted increases.

“Acts that incite hatred, fear and intimidation have no place in our communities.”

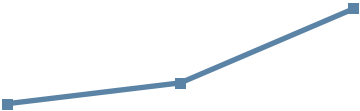
— Solicitor General Michael Kerzner

NUMBER OF SUSPECTED AND CONFIRMED HATE CRIME OCCURRENCES

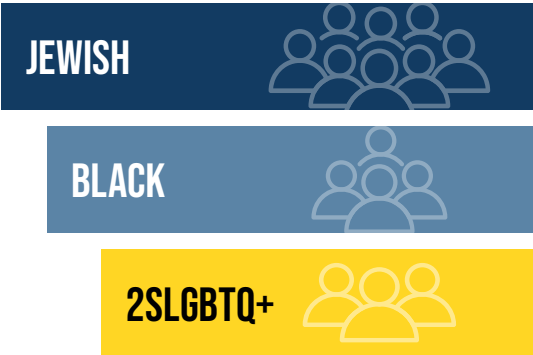
Table 21-1

	2021	2022	2023	Grand Total
Suspected	3	1	9	13
Confirmed	13	21	52	86
Total	16	22	61	99

TRENDLINE OF CONFIRMED OCCURRENCES



MOST VICTIMIZED GROUPS IN 2023



NUMBER OF SUSPECTED AND CONFIRMED HATE CRIME OCCURRENCES BY HATE CRIME TYPE

Table 21-2

	2021	2022	2023	Grand Total
Gender	1	0	1	2
Historical - Unknown	0	0	1	1
Other Similar Factor	0	1	0	1
Race/Ethnicity	10	9	16	35
Religion	3	6	37	46
Sexual Orientation	2	6	6	14
Total	16	22	61	99

INTIMATE PARTNER VIOLENCE (IPV)

Instances of IPV in 2023 increased by 13% over 2022, which is consistent with the increase realized between 2022 and 2021.

While men can experience IPV, women experience it at a higher rate. Of the total number of victims in 2023, 77% were female. This remained consistent with 2022 and 2021.

Victimization as a result of IPV occurred most prevalently in the following violent crime groupings:

- Assaults/weapons-related offences (70%)
- Other offences involving violence or the threat of violence (16%)
- Sexual offences (11%)

FAMILY VIOLENCE

Instances of **family violence** in 2023 increased by 10% over 2022 and 8% over 2021.

Family violence includes child, extended family, other immediate, parent, separated or divorced, spouse, step-child, step-parent. Non-family violence includes authority figure, boyfriend or girlfriend, business relationship, casual acquaintance, criminal relationship, current dating partners or spouses - living status unknown, ex-boyfriend or ex-girlfriend, former dating partners or spouses - living status unknown, friend, neighbour, other intimate relationship, reverse authority figure, roommate, and stranger.

	2021	2022	2023
Highway Traffic Act	267,103	276,653	304,258
Criminal Code Traffic	13,259	14,031	15,480
Criminal Code Non-Traffic	73,757	74,487	82,365
Liquor Licence Act / Liquor Licence Control Act	6,102	5,991	6,373
Controlled Drug and Substance Act	7,156	5,343	5,861
Federal Cannabis Act	1,150	430	367
Provincial Cannabis Act	3,019	2,697	2,818
Other	31,888	28,909	35,492
Total	403,434	408,541	453,014

IN 2023, CRIMINAL INVESTIGATION BRANCH WAS REQUESTED TO INVESTIGATE OVER 160 MAJOR CASES WHICH INCLUDED 41 SUDDEN DEATHS AND 40 HOMICIDES

PROVINCIAL CRIMINAL OFFENCE SUMMARY

[Five year comparable data available here >](#)

32% OF VICTIMS OF VIOLENT CRIMES IN 2023 WERE VICTIMS OF INTIMATE PARTNER VIOLENCE.

10% OF ALL VICTIMS OF HOMICIDE IN 2023 ARE VICTIMS OF IPV-RELATED HOMICIDE.

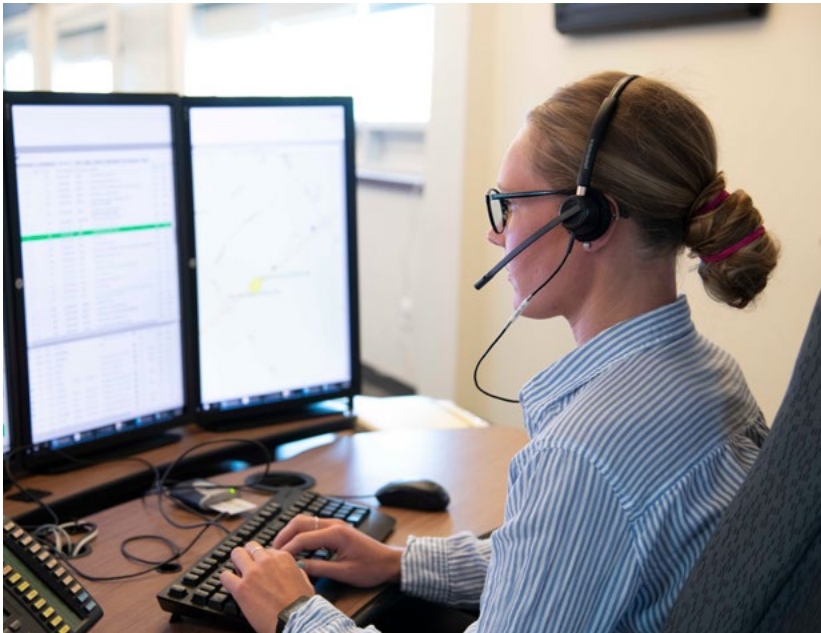
Table 22-1

PROVINCIAL COMMUNICATIONS CENTRES

The OPP Provincial Communications Centres (PCCs) are located in four cities across the province and staffed by highly trained Communications Operators who are the vital link between the citizens of Ontario and the OPP. These members receive emergent 9-1-1 calls, non-emergent calls and administrative calls. They collect all necessary information and dispatch calls for service to frontline police officers.

Year	Calls Received	Calls Dispatched*
2021	2.29 million	1.15 million
2022	2.23 million	1.15 million
2023	2.32 million	1.26 million

*Including all calls dispatched to radio watch clients and First Nations police services. Excluding officer-initiated traffic stops.



DID YOU KNOW?

- OPP PCCs received a total of **1,060,705** 9-1-1 calls in 2023, an average of **2,906** per day.
- A call for a traffic hazard is received every **8 minutes**.
- OPP officers initiated a traffic stop every **80 seconds** for a total of 437,130 traffic stops in 2023.
- A call involving a motor vehicle collision is received every **7 minutes**.
- A call for police assistance was received every **5 minutes**.**
- A mental health-related call was received every **18 minutes**, approximately **79 calls** every day.
- In 2023, the OPP PCCs diverted **109,013** unintentional 9-1-1 calls from frontline response.
- The average diverted crisis call length with a Crisis Worker is **17 minutes**.

**This included calls from other agencies or public, compassion to locate, medical/organ/ blood relay, public advice or calls for overdue person/motorists.

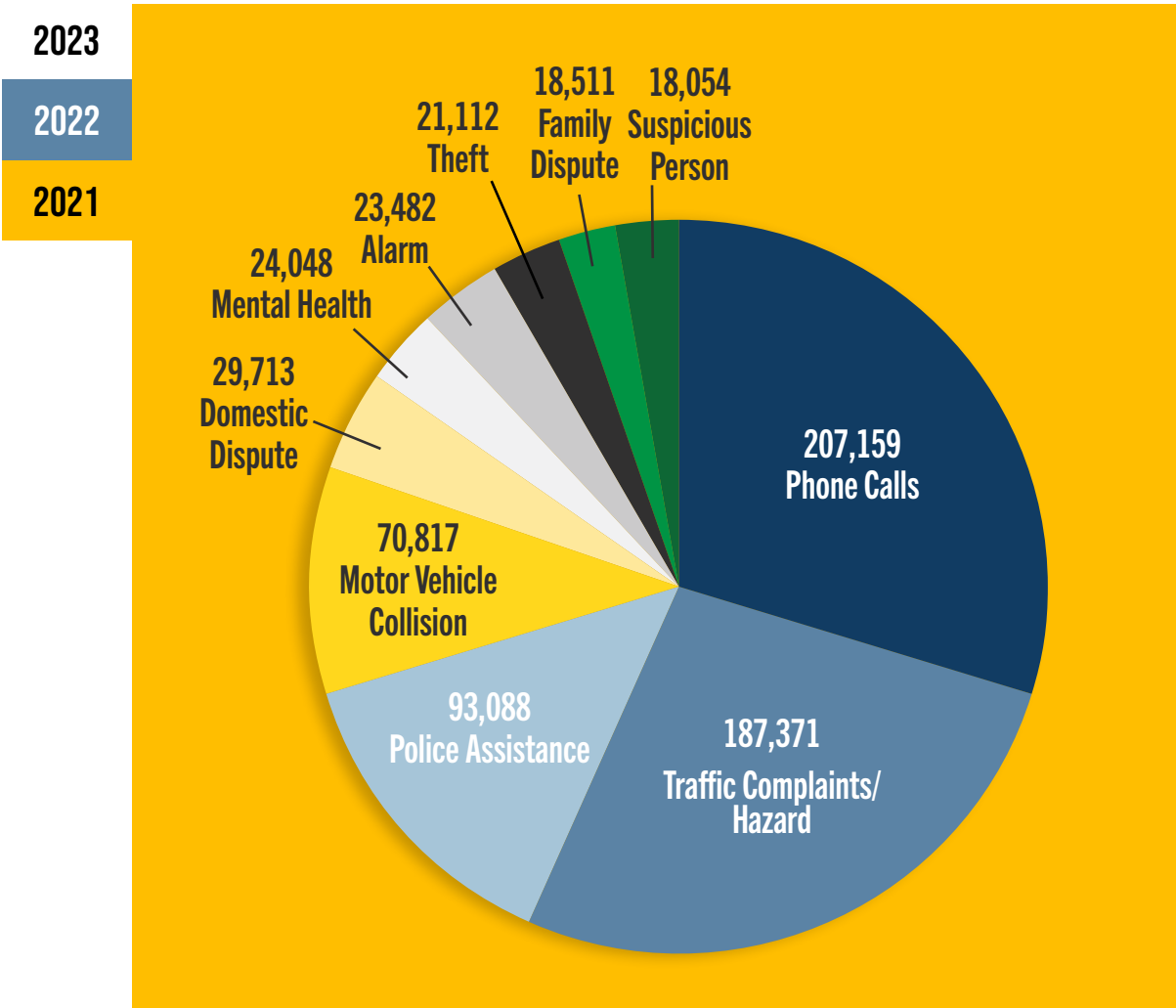
OPP officers were dispatched to a traffic event every **4 MINUTES**



A 9-1-1 call with no voice contact is received every **2 minutes** at the PCCs, which is an average of **715 calls each day**. Every time an accidental or hang-up 9-1-1 call is received, a communications operator will attempt to call the number back and will also send a text message to the cellular device.

TOP 10 REASONS THE OPP WAS CALLED*

Chart 7-1



*Excludes officer-initiated events

ONLINE REPORTING

DID YOU KNOW...

... that you have the option to report select occurrences to police online? Specific incidents can be reported online at your convenience at opp.ca/reporting without attending a detachment or making a call for police assistance.

You can use the online reporting system to report:

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

51%↑
INCREASE IN ONLINE REPORTING SINCE ITS INCEPTION

	Number of Online Reports
2018	2,497
2019	2,291
2020	3,395
2021	3,698
2022	4,080
2023	4,881

THE OPP IS HIRING COMMUNICATIONS OPERATORS AND CIVILIAN DATA ENTRY CLERKS

In 2023, the Provincial Communications Operations (PCO) Recruitment Unit attended 60 events to promote and inform the public about the Communications Operator and Civilian Data Entry (CDE) Clerk positions. These events included OPP hosted presentations, job fairs, school presentations and community events.

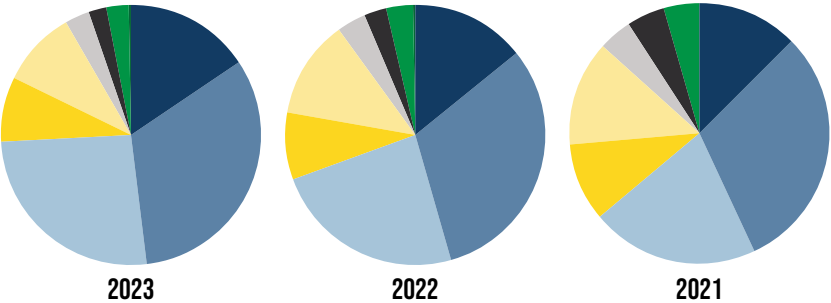
1,960+ APPLICATIONS RECEIVED
360+ INTERVIEWS CONDUCTED

Click here for more information and to apply!
[opp.ca/pcc](#)
[opp.ca/cde](#)



CIVILIAN DATA ENTRY

The CDE Unit is located exclusively at OPP General Headquarters in Orillia. CDE clerks provide essential transcription services to uniform members and relieve the burden of data entry from frontline officers. From the hard work and dedication of these highly trained members, improvements in the quality and timeliness of data entry have been proven. Officers' dictations are categorized into work types (WT) based on a predetermined level of urgency and transcribed accordingly.



- WT1 Bail Hearing and Sudden Death
- WT2 Arrest Report/Criminal Charges and Warrants
- WT3 Domestic/Family Dispute and Missing/Located Person
- WT4 Part III Offences
- WT5 Crimes Against Persons (No Arrest) and Mental Health-Related
- WT6 Stolen/Recovered Motor Vehicles (No Arrest) and Property Crime/Recovered Stolen Property
- WT7 Other Crime (No Arrest)
- WT9 Non-Criminal
- WT12 Criminal Investigation Branch Dictations

NEXT GENERATION OF 9-1-1

In 2013, the Canadian Radio-Television and Telecommunications Commission (CRTC) mandated that all 9-1-1 service providers update their infrastructure and systems to allow for the Next Generation 9-1-1 (NG911) system. As the mandatory replacement of the current 9-1-1 service in Canada, NG911 is an ecosystem of integrated, standards-based systems from coast to coast to coast. It will comply with a standard developed by the North American Emergency Number Association (NENA) which forms the basis for compatible deployment of this new service in Canada, the US, and around the world. The CRTC has announced revised timelines, directing all 9-1-1 Communications Centers to decommission the existing system (known as E9-1-1) by March 2025.

The OPP has been hard at work with its vendor partners, other public safety answering point services, and through work with the Canadian Radio-Television and Telecommunications Commission's Emergency Services Working Group to ensure a smooth and effective transition ahead of the mandated timeline. Changes have included a broad spectrum of technologies that enable the OPP to operate two completely independent primary call centers, each having the capacity to replace the other, thereby allowing the OPP to "be its own back-up". This is a unique design that does not exist elsewhere in the country. It is also this design that will allow the OPP to move to a Provincial Call Sharing model whereby the next available operator in the province will receive the next 9-1-1 call in the queue at any of the four OPP Communications Centres. This will ensure the fastest answering of 9-1-1 calls possible.

With the combination of highly qualified 9-1-1 communications operators, technological updates, and training support; the OPP is well positioned to provide top tier 9-1-1 emergency services to Ontario's residents and visitors.

NG911 will significantly enhance 9-1-1 service in Canada by upgrading to digital networks that support modern new features. It is an initiative to evolve and modernize existing and antiquated 9-1-1 technology allowing for better location accuracy, Real Time Text, telematics and other advanced elements. In the future, NG911 will also allow for advanced 9-1-1 communication using text messages and sharing of images and video.



BAIL REFORM

The incidence of chronic violent offenders given judicial interim release and committing further violent criminal acts thereafter is not rare.

INITIAL ACTION

The Ontario Association of Chiefs of Police (OACP) Board of Directors held an emergency meeting on Safety and Bail on December 29, 2022. The OACP released a [Statement on the Release of Violent Offenders on Firearms-related Charges and the Impact on Community Safety](#). The Canadian Association of Chiefs of Police (CACPP) Board of Directors subsequently issued a statement in support of the OACP call for legislative reforms, including the bail process involving violent repeat offenders and violent firearms offences.

On January 13, 2023, all Canadian Premiers wrote a letter to the Prime Minister to urge the federal government to take immediate action to strengthen Canada’s bail system to better protect the public and Canada’s heroic first responders.

On January 31, 2023, the OPP and the OPPA appeared before the provincial [Standing Committee on Justice Policy](#) (Legislative Assembly of Ontario) and spoke of the need to enhance [Section 515 \(10\) \(b\) of the Criminal Code](#), and the administration of bail by the courts.

On February 8, 2023 a letter addressed to the Minister of Justice and Attorney General of Canada, was sent by the Ontario Association of Chiefs of Police, Police Association of Ontario, Ontario Provincial Police Association and the Toronto Police Association to address the urgently needed reforms to protect all members of our communities – including our police officers – from the distinct and relatively small subset of accused individuals that are known, persistent serious violent offenders with firearm possession or intimate partner violence charges before the courts and/or convictions.

On February 15, 2023, OPP appeared before the federal [Standing Committee on Justice and Human Rights](#) (House of Commons) calling for a commitment to actioning meaningful and responsible legislative change.

RESULTS: LEGISLATIVE CHANGES – BILL C-48

[Bill C-48 – An Act to amend the Criminal Code of Canada \(bail reform\)](#) was introduced to the House of Commons on May 16, 2023. On September 28, 2023, OPP gave testimony regarding Bill C-48 before the Standing Senate Committee on Legal and Constitutional Affairs. On December 5, 2023, Bill C-48 received Royal Assent and came into effect on January 4, 2024.

RESULTS: OFFENDER MANAGEMENT AND APPREHENSION PROGRAM (OMAP)

Led by OPP Field Operations, the Offender Management and Apprehension Program (OMAP) is a crime suppression program designed to deter the criminal activities of repeat offenders. The program focuses on offenders that are deemed to be a high-risk to the safety of communities and individuals and are often involved in repeat criminal behaviour. The program is based on the principle that the offender is accountable to both the community and the justice system. Previously referred to as the Intelligence Led Policing - Crime Abatement Strategy (ILP-CAS), this program was initiated in 2009 and was updated in May 2023 to align with the new bail reform initiatives.

The Bail Support Team’s (BST) primary role is to assist detachments with the management of their OMAP programs. The Bail Support Team’s mandate includes assisting detachments with the apprehension of at-risk and prolific offenders. The team continually engages with internal and external partners including Intensive

Serious Violent Crime Bail Team (ISVBCT) Crown’s, Probation and Parole, ROPE, VSRU as well as bail teams from other police services.

RESULTS: NEW FRONTLINE FIREARM BAIL COMPLIANCE DASHBOARD

As part of the commitment to ongoing bail reform and offender management, the OPP Firearm Bail Compliance Dashboard (BCD) application was launched to OPP frontline users on July 31, 2023. First developed by the Toronto Police Service (TPS), the BCD provides officers with map-based and near real-time information regarding individuals on bail in the community for firearms-related offences.

The BCD is intended for use by all frontline officers, providing them with valuable offender management information that helps enhance public and officer safety. A mobile version of the application was launched in October 2023, placing critical information at the fingertips of frontline members through OPP-issued mobile devices. The BCD is integrated with the OMAP.

To further enhance safety and provide Ontario-wide situational awareness of individuals on bail for firearms-related offences, the OPP has partnered with TPS to deliver a Provincial BCD solution and build out an application for use by all Ontario police services. This initiative has been made possible due to an investment made by the Ontario government and the competence of OPP Communications and Technology Services Bureau. The Provincial BCD will be developed and deployed through a phased process in 2024.

“We can, and must, expeditiously ensure appropriate weight is given to public safety concerns when considering the interim release of a repeat violent offender, thereby improving the safety and security of Canada.”

– Commissioner Carrique

RESULTS: ENHANCED MANDATE OF THE PROVINCIAL R.O.P.E. SQUAD

To respond to the change in bail reform, the Repeat Offender Parole Enforcement or “R.O.P.E.” Squad originally established in 2002, was enhanced in 2023 to include responsibility for both federal and provincial offenders. The Provincial R.O.P.E. Squad is comprised of members from 18 Police Services strategically deployed throughout the province. The R.O.P.E. Squad is a multi-agency, provincial team mandated to:

- Locate and apprehend parolees unlawfully at large (UAL) in the Province of Ontario, and to locate and apprehend anyone who: escapes from secure custody, escapes from or walks away from non-secure custody or becomes wanted by violating bail, or release orders who are a high risk and a danger to public safety.
- Assist different units of varying Police Services in proactive policing and the apprehension of high-risk repeat offenders, as well as contributing to the achievement of the overall mission of preventing crime and enforcing laws, as mandated by the Police Services Act of Ontario.

NEW INVESTMENTS IN TECHNOLOGY

DIGITAL POLICE OFFICER NOTEBOOKS (DPON)

In 2023, the feasibility of a DPON was demonstrated during an eight-month proof-of-concept implemented at the Orillia OPP detachment. During the proof-of-concept all participants took notes exclusively using a digital solution. The proof-of-concept demonstrated significant time savings that could be generated from Computer Aided Dispatch and Niche Records Management Systems integrations, as well as the court disclosure process.

A Request for Information for a Mobile DPON Application Solution was posted to the Ontario Tenders Portal; eight responses were received. Respondents were invited to provide demonstration of their solutions to the OPP in January 2023. All eight vendors provided demonstrations to the DPON project team and Business Management Bureau Procurement Services. The demonstrations confirmed the marketplace for a DPON solution is competitive with multiple information technology vendors offering solutions aligned to the requirements for police officer notetaking.

In June 2023, Treasury Board approved the OPP to undertake an open competitive procurement process to acquire a provincial DPON solution. The competitive Request-for-Bids (RFB) received support from Legal Services, the Fairness Commissioner and OPP Chief Security Office. The RFB for DPON is on track to be posted to the Ontario Tenders Portal. The roll-out of the digital notebook solution is planned to begin in the fall of 2025.

BODY WORN CAMERAS (BWC), IN-CAR CAMERA (ICC) AND AUTOMATIC LICENCE PLATE RECOGNITION (ALPR)

The OPP supports the implementation and use of any tools or technologies that support collecting better evidence, demonstrate transparency, encourage positive interactions with police and enhance officer and public safety in the communities we serve.

During the 2022-23 fiscal year, the OPP engaged in a proof-of-concept program in East Region which included the use of body worn cameras (BWC), along with its accompanying mobile applications. All officers engaged

in the proof-of-concept were issued mobile phones to support all aspects of the BWC platform. The program also included the deployment and implementation of In-Car Camera Systems which includes an integrated Automatic Licence Plate Recognition (ALPR) technology. In March 2023, the OPP completed a provincial implementation of In-Car Camera systems with integrated ALPR into over 1,300 frontline vehicles across all regions of the province.



1,375 ICC/ALPR
EQUIPPED VEHICLES

100%
OF THE
PARTICIPATING
MEMBERS
RECOMMENDED
THE OPP MOVE
FORWARD WITH A
DIGITAL SOLUTION

MURDER CHARGE LAID IN “NATION RIVER LADY” INVESTIGATION

Investigative Genetic Genealogy (IGG) was the key to unlocking the identity of the victim in this 48-year-old case.

On May 3, 1975, the remains of a woman were found in the Nation River, a short distance from the Highway 417 bridge near the Town of Casselman in eastern Ontario. During the intervening 47 years, forensic artist's renderings, a 3D facial approximation (created in 2017), a dedicated tip line and descriptions of evidence accompanied several public appeals for information by the OPP to identify the victim and any potential suspects without success.

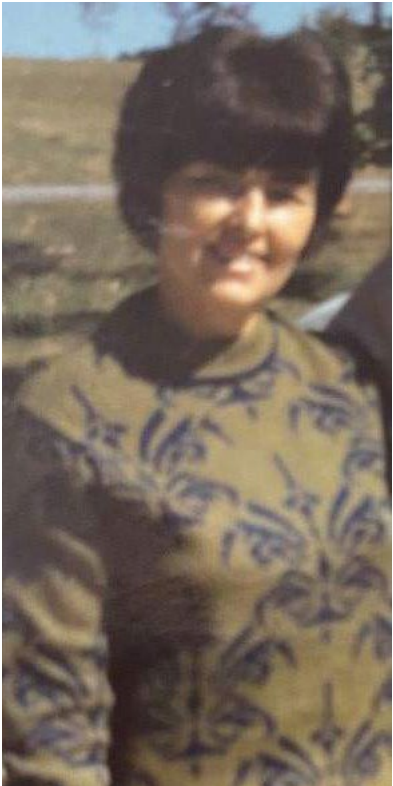
In late 2019, a new DNA profile of the victim was obtained by the Centre of Forensic Sciences in Toronto and submitted to a specialized lab in the United States. Through whole genome sequencing, the samples matched those collected from two individuals listed in a family DNA tree.

In 2020, the victim was subsequently identified as 48-year-old Jewell ‘Lalla’ Langford. This is believed to be the first case in Canada of this nature to identify human remains through IGG.

With the victim identified, OPP investigators worked with the Service de Police de la Ville de Montréal (SPVM) to examine evidence gathered decades before related to the unsolved missing person case. A lengthy

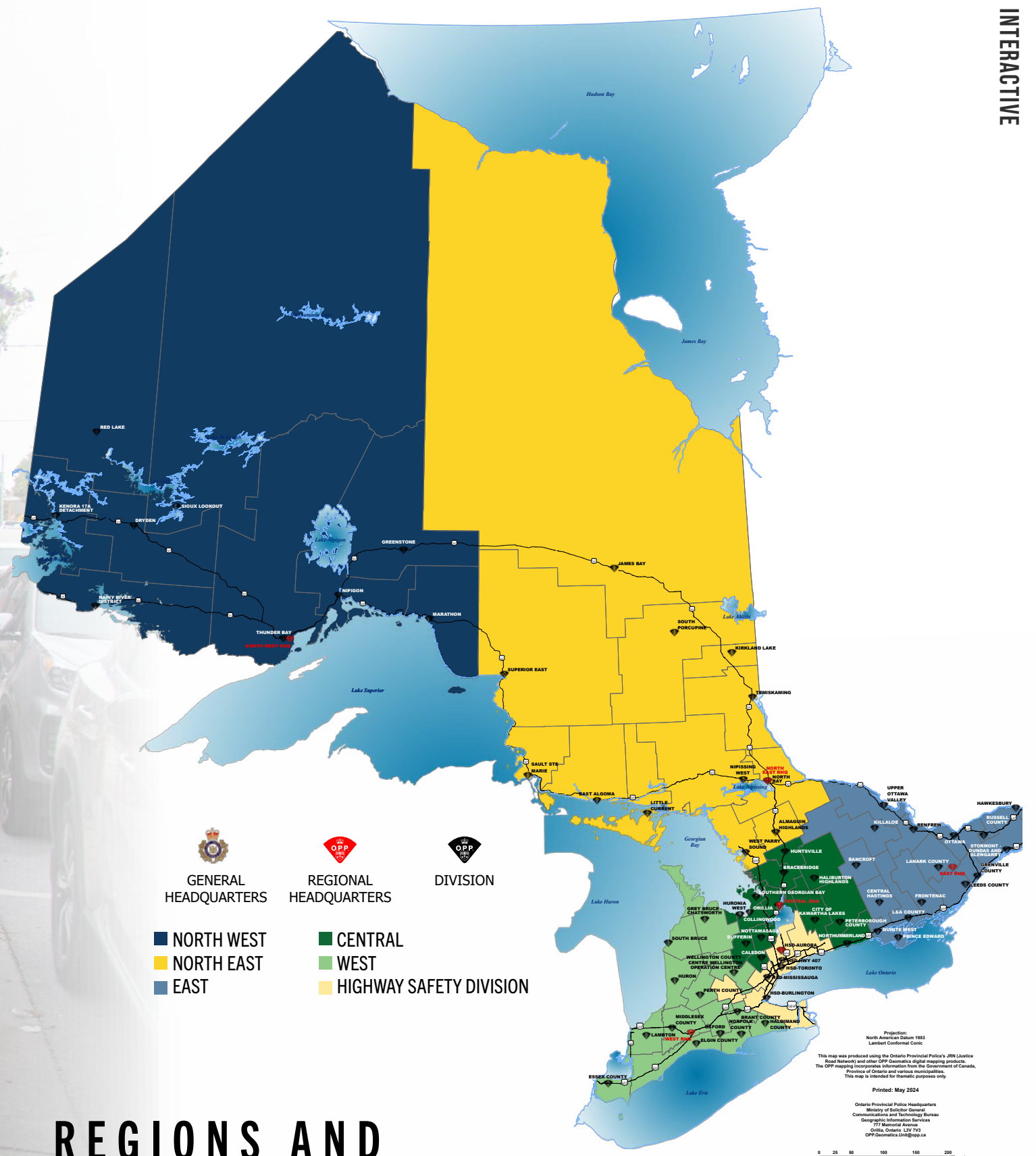
investigation ensued – involving the OPP, SPVM, the United States Federal Bureau of Investigation (FBI), the Office of the Chief Coroner for Ontario and the Canadian and U.S. Departments of Justice – leading to a criminal charge against an individual residing in Hollywood, Florida.

IGG is a valuable investigative technique that has the potential to assist unsolved investigations by identifying human remains and/or the perpetrator(s) of serious violent offences including homicide, robbery, aggravated assault and sexual assault. IGG includes DNA analysis combined with traditional genealogy research to generate investigative leads. Criminal Investigation Branch oversees the implementation of the IGG forensic technique for the OPP and works in collaboration with the Ministry of the Attorney General, the Office of the Chief Coroner and the Ontario Forensic Pathology Service.





COMMUNITIES



REGIONS AND DETACHMENTS

IMPROVING OUTCOMES AND INCREASING COMMUNITY SAFETY AND WELL-BEING

The OPP is committed to the safety of the people and communities of Ontario. Police and health partners working together means improved outcomes for persons in crisis.

The OPP supports an evidence-based approach to crisis response that evolves through valued partnerships with key stakeholders, including experts, including persons with lived experience, to provide support and resources for persons in crisis. This includes, but is not limited to, a **Crisis Call Diversion (CCD) Program**, implementation of **Mobile Crisis Response Teams (MCRT)**, and improving processes related to police-hospital transitions when

The CCD Program embeds a mental health and addictions crisis worker into OPP Provincial Communications Centres to engage with individuals who may be experiencing a crisis event and who consent to speak to a crisis worker.

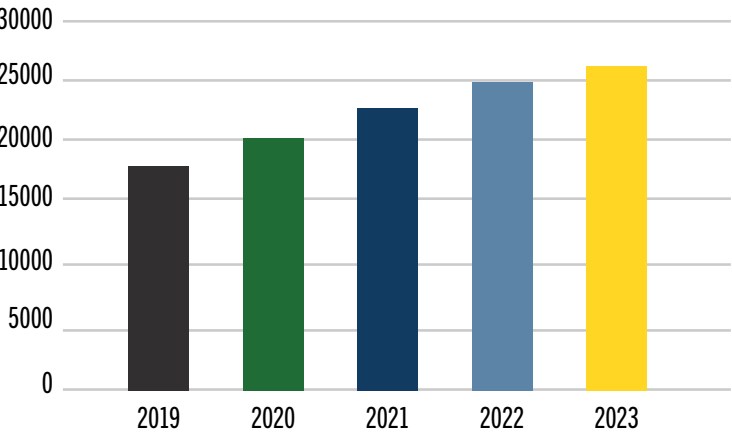
MCRT refers to a police-led crisis response model where a police officer and a crisis worker respond together to a person in crisis where police are called and are obligated to respond.

mental health organizations to have crisis workers embedded in its Provincial Communications Centres (PCCs). In 2023, CCD workers were engaged in 2,438 calls involving individuals who may be experiencing a crisis event and diverted 34% away from police response.

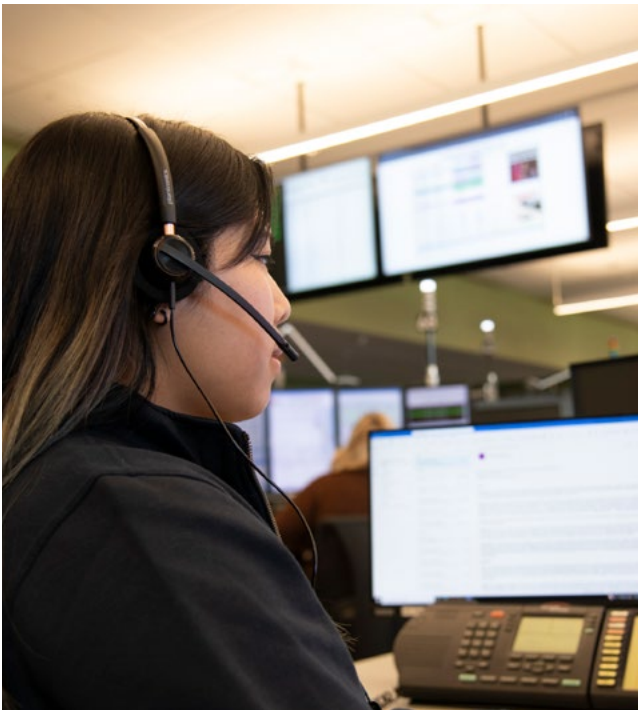
Table 23-1	2021	2022	2023
# of engagements	946	2,373	2,438
# of diversions	231	740	831
# of community referrals	914	2,068	2,632
# of follow up appointments/emails	152	312	318
Diversion rate - % calls handled by CCD workers	24%	31%	34%

MENTAL HEALTH-RELATED OCCURRENCES

Chart 8-1



The OPP observed a 45% increase in mental health-related calls for service over the last 5 years with an average annual increase of 9%.



Over the past five years the OPP has seen significant growth in the development of MCRTs. The OPP strives to remain a leader in this work knowing the growing positive impact it has had in our communities.

In 2023, there were 26,463 mental health-related calls for service and of those MCRTs were engaged 16,210 times (or 61%).

- 60 MCRTs across the province are working to improve outcomes for persons experiencing a crisis by:
- Increasing referrals by 71% to early support services in the community;
 - Reducing the number of instances where individuals are apprehended for treatment at a hospital, leading to a reduction in the overall average time officers spend in hospital emergency departments, allowing for effective use of police and hospital resources within the community.

Crisis workers not only assist individuals in crisis but in working alongside police, provide opportunities for knowledge transfer with frontline members, which in turn improves community safety. These learning opportunities can occur during live calls and/or through mental health education sessions provided by the health partner organization. Crisis workers are familiar with internal member support resources and often act as a warm transfer for members looking to access these supports.

A total of **12,001 SUDDEN DEATH** occurrences have been reported since 2021. 895 (7%) were specifically classified as suicide.

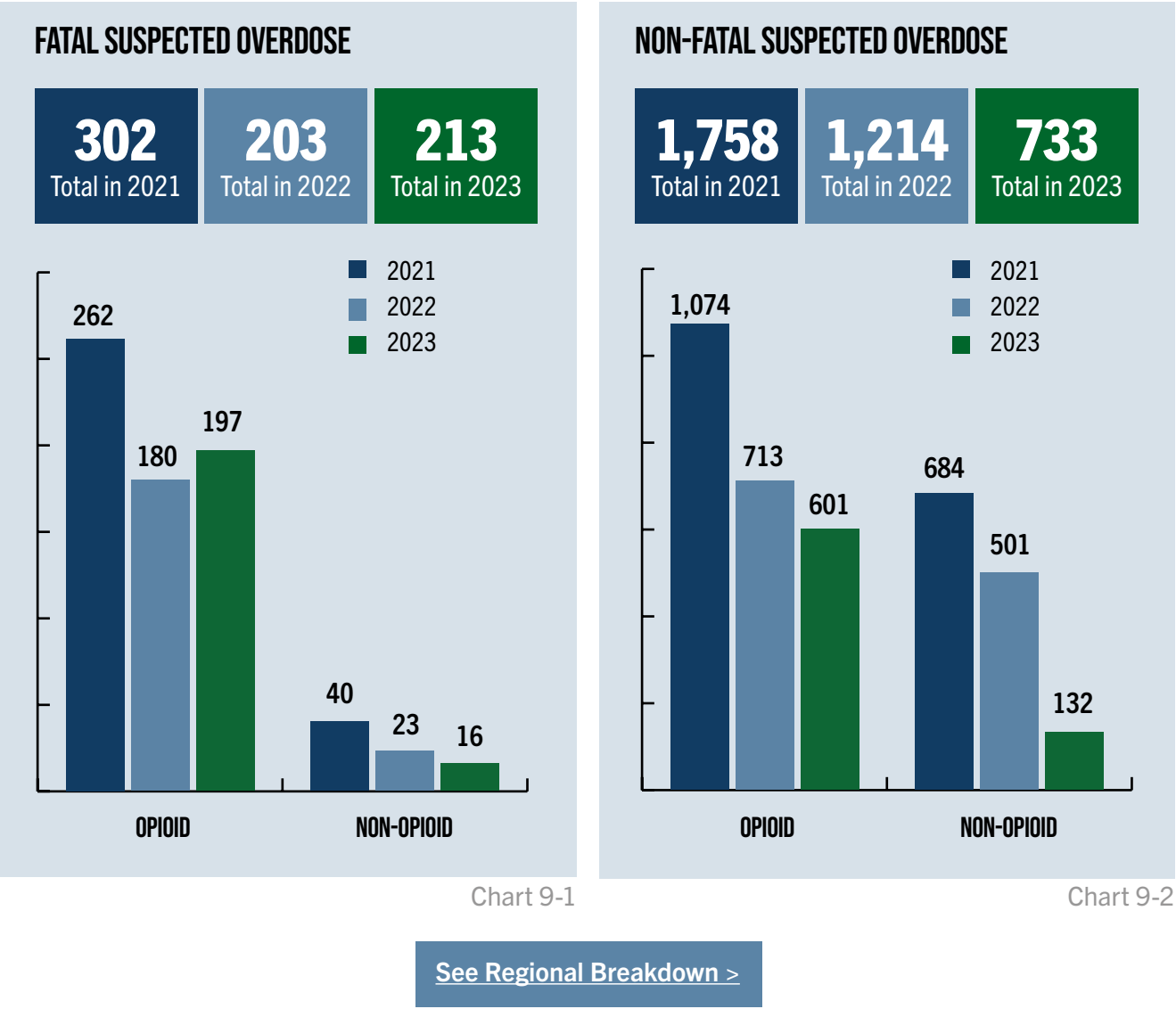


NALOXONE INTERVENTIONS IN OVERDOSES

OPP officers have administered Naloxone 786 times to 445 individuals since 2019. In 2023, 172 doses were administered on 86 individuals.

Starting in August 2021, all frontline officers were provided with Naloxone units. This is a standard piece of equipment which all officers will carry on their person. Officers are also equipped with a naloxone pocket card which is to be included with the naloxone intranasal spray in the duty belt pouch; the card includes the five steps to administering naloxone and signs of an overdose.

Of the total fatal suspected overdoses in OPP-policed communities in 2023, 197 were opioid-related.



MEASURE AND IMPROVE COMMUNITY INTERACTIONS

SPIDR TECH – MODERN CUSTOMER SERVICE FOR PUBLIC SAFETY

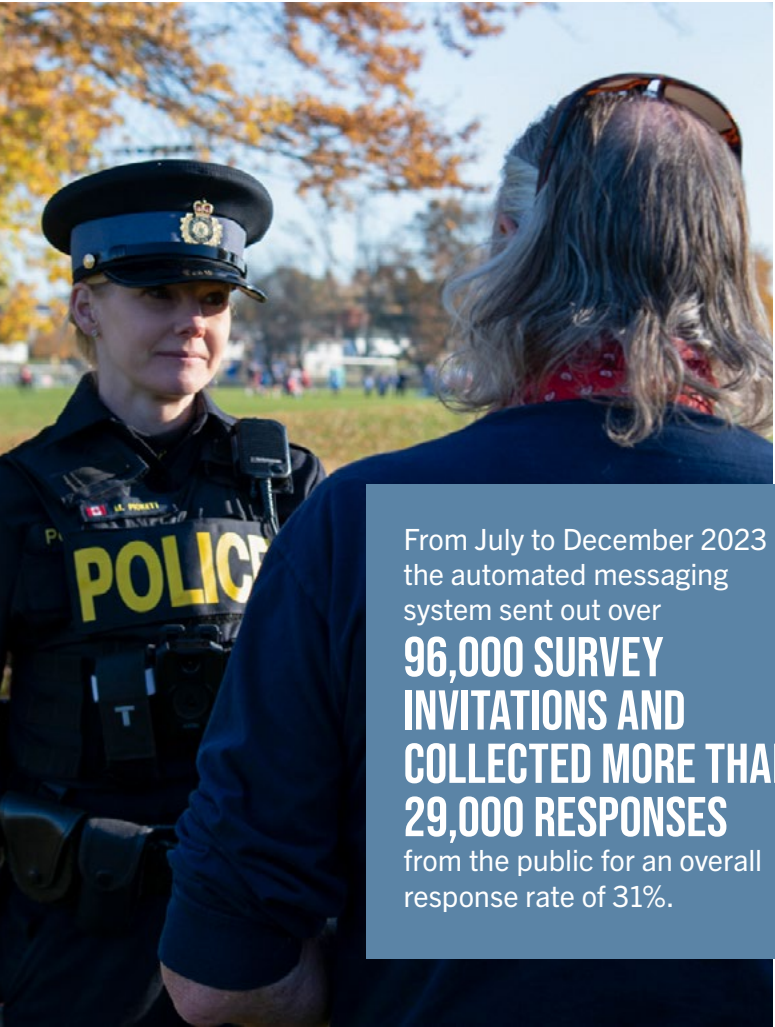
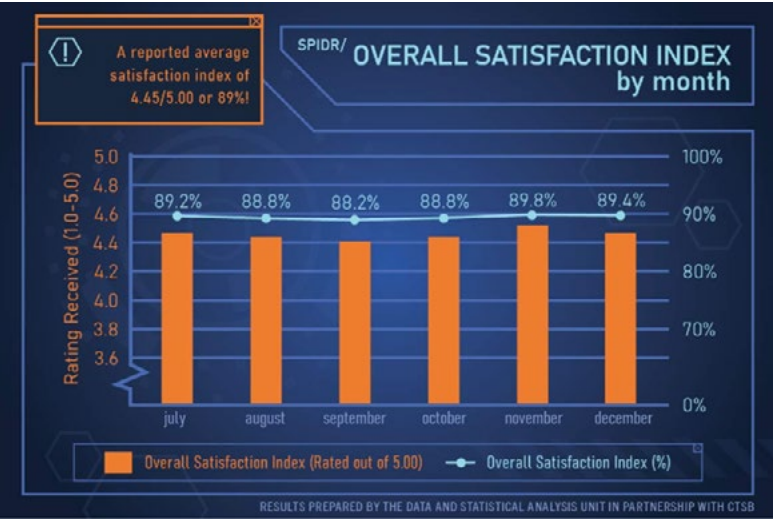
In July 2023, the OPP launched a new technology tool: the SPIDR Tech automated messaging system. A software solution that allows the OPP to measure and review community interactions.

When a member of the public contacts the OPP through 9-1-1 or the non-emergency number and their call is categorized by the automated messaging system as an eligible event type (there are 63 unique event types), they will receive a message from the system that includes their occurrence number and an invitation to complete a brief, voluntary survey about their experience.

The ‘Overall Satisfaction Index’ is a measure summarizing the six questions included in the automated surveys. The average satisfaction index from July to December was 89%.

With the launch of the automated messaging system, the organization is able to collect near real-time feedback from members of the public who’ve interacted with the OPP. The results have helped to demonstrate the outstanding work of our officers and communications operators and the service we provide to our communities.

The implementation of the SPIDR system directly addresses the Auditor General Value for Money Audit recommendation for the OPP to more effectively assess performance in delivering adequate and effective policing services in Ontario.



INDIGENOUS POLICING BUREAU

The OPP Indigenous Policing Bureau provides support and resources to enhance organizational capacity to contribute to advancing effective Indigenous policing in Ontario. The OPP works in partnership with Indigenous communities and police service providers to ensure that public safety interests are well represented, and policing needs can be met in an efficient and appropriate manner. The [Indigenous Policing Bureau](#) consists of four units/teams.

ONTARIO FIRST NATIONS POLICING AGREEMENT (OFNPA)

The Ontario First Nations Policing Agreement (OFNPA) is a tripartite agreement, under the First Nations and Inuit Policing Program (FNIPP), between the federal and provincial governments and several First Nations in Ontario. The OPP administers OFNPA funding on behalf of the Province. The Indigenous Policing Bureau provides OFNPA related administrative support to First Nation police services while the local OPP liaison detachments assist with operational support.

- In 2023, the OPP facilitated the transition of Kitchenuhmaykoosib Inninuwug First Nation from an OFNPA, OPP-administered policing model to a Stream Two Agreement, OPP-dedicated policing model.

INDIGENOUS AWARENESS TRAINING UNIT (IATU)

- In 2023, the [Indigenous Awareness Training](#)

The Indigenous Awareness Training Unit (IATU) delivers Indigenous Awareness Training to frontline members and provides support and resources to OPP employees, police partners and external service agencies to enhance their ability to work effectively with Indigenous people, communities and organizations.

members, Special Constables, Experienced Police Officers, Cadets and the Provincial Communications Centre members.

- The IATU delivered a three-part learning series – Understanding Intergenerational Trauma.
- The IATU supported the inclusion of Indigenous cultural traditions and customs into graduation ceremonies for OPP recruits.
- IATU also delivers culturally-based community and youth initiatives focused on wellness and leadership development, such as Niigan Mosewak.

MISSING AND MURDERED INDIGENOUS WOMEN AND GIRLS (MMIWG) TEAM

- In 2023, the [Missing and Murdered Indigenous Women and Girls \(MMIWG\) Team](#) maintained

The Missing and Murdered Indigenous Women and Girls Team is responsible for: collaborating with OPP program areas to ensure organizational responsiveness; engaging with Indigenous Advisory Circles and other subject matter experts to ensure activities are Indigenous-led; and working with Ontario's Family Information Liaison Unit (FILU) to provide information to families of missing and murdered Indigenous people.

The team continued to work with the Family Information Liaison Unit (FILU) in the Indigenous Justice Division at the Ministry of the Attorney General to gather information about police investigations related to missing and murdered Indigenous people and provide that information to family members.

PROVINCIAL LIAISON TEAM (PLT)

The OPP Provincial Liaison Team (PLT) establishes and maintains open and transparent lines of communication with all stakeholders who may be affected, directly or indirectly, by major events or critical incidents. PLT members work to build relationships of trust, mutual understanding and respect.

times and provided support to detachments/external police services 3,784 times.



**THE OPP ADMINISTERS
POLICING SERVICES
FOR 17 FIRST NATIONS
THROUGH THE OFNPA
UNDER THE FNIPP.**

**THE OPP PROVIDES
DIRECT POLICING
SERVICES TO 22 FIRST
NATIONS ACROSS THE
PROVINCE.**

**THE OPP PROVIDES
DEDICATED POLICING SERVICES
TO 3 FIRST NATIONS WITH
STREAM TWO AGREEMENTS,
UNDER THE FNIPP.**

PLT - BUILDING RELATIONSHIPS

The PLT applies the principles of the OPP's [Framework for Police Preparedness for Indigenous Critical Incidents](#) – an operational policy that guides the police response to conflict and represents the organization's commitment to a flexible, consistent and professional response to major events and Indigenous critical incidents.

In recent years, the overall workload of the PLT has increased. This trend is anticipated to continue as a direct result of the escalating prevalence of issues-based conflicts, and a greater organizational investment in, and reliance upon, the specialized support and assistance provided by PLT members.

In 2023, the [Report of the Public Inquiry into the 2022 Public Order Emergency](#) validated the Framework approach and resulted in an increased interest in the OPP PLT program. The OPP received an influx of requests for liaison training from external agencies with a desire to enhance or create Police Liaison Team programs.

Furthermore, in 2023, the OPP had a role in updating the Canadian Association of Chiefs of Police (CACP), Policing with Indigenous Peoples (PWIP) Committee, National Framework for Police Response to Demonstrations and Assemblies (National Framework) and Course Training Standards.



CELEBRATING MEMORABLE MOMENTS

FRIENDS OF THE OPP MUSEUM

Friends of the OPP Museum (Friends) was founded in 2008 to promote and support the OPP Museum. While the museum is fully funded by the OPP, Friends plays an important role in supporting research, collection and educational endeavours. As a registered charity, Friends has raised money through runs, bike rides, bake and craft sales, art and silent auctions that have supported a variety of OPP Museum projects. Highlights from its first 15 years include the restoration of the 1931 Henderson KL motorcycle, the oldest original OPP vehicle to have survived, and the purchase of Temagami, the OPP’s first boat, a 22-foot mahogany launch built in 1949 to patrol Lake Temagami in Northern Ontario.

In 2021, Friends took over operating the OPP Shop from the OPP Commissioned Officers’ Association (COA). The store, located at General Headquarters, sells exclusive OPP branded products including sweatshirts, mugs, rings, hats, bags and officer specific apparel and materials. Funds raised go towards the fulfillment of Friends’ mandate to preserve and celebrate OPP history.

CHORUS

In 1998, with the approval of Commissioner Thomas B. O’Grady, the OPP Chorus was founded as a volunteer singing group. As ambassadors for the OPP, Chorus members perform at fundraisers, special events and church services, memorials, Change of Command ceremonies, parades, holiday celebrations and OPP anniversaries. Their crowd-pleasing musical repertoire includes popular hits, gospel, the oldies, Broadway hits, classical melodies and show tunes. This year marks their 25th anniversary as loyal volunteers who share their love of music and song. The group is comprised of retired officers, civilians and members of the community.



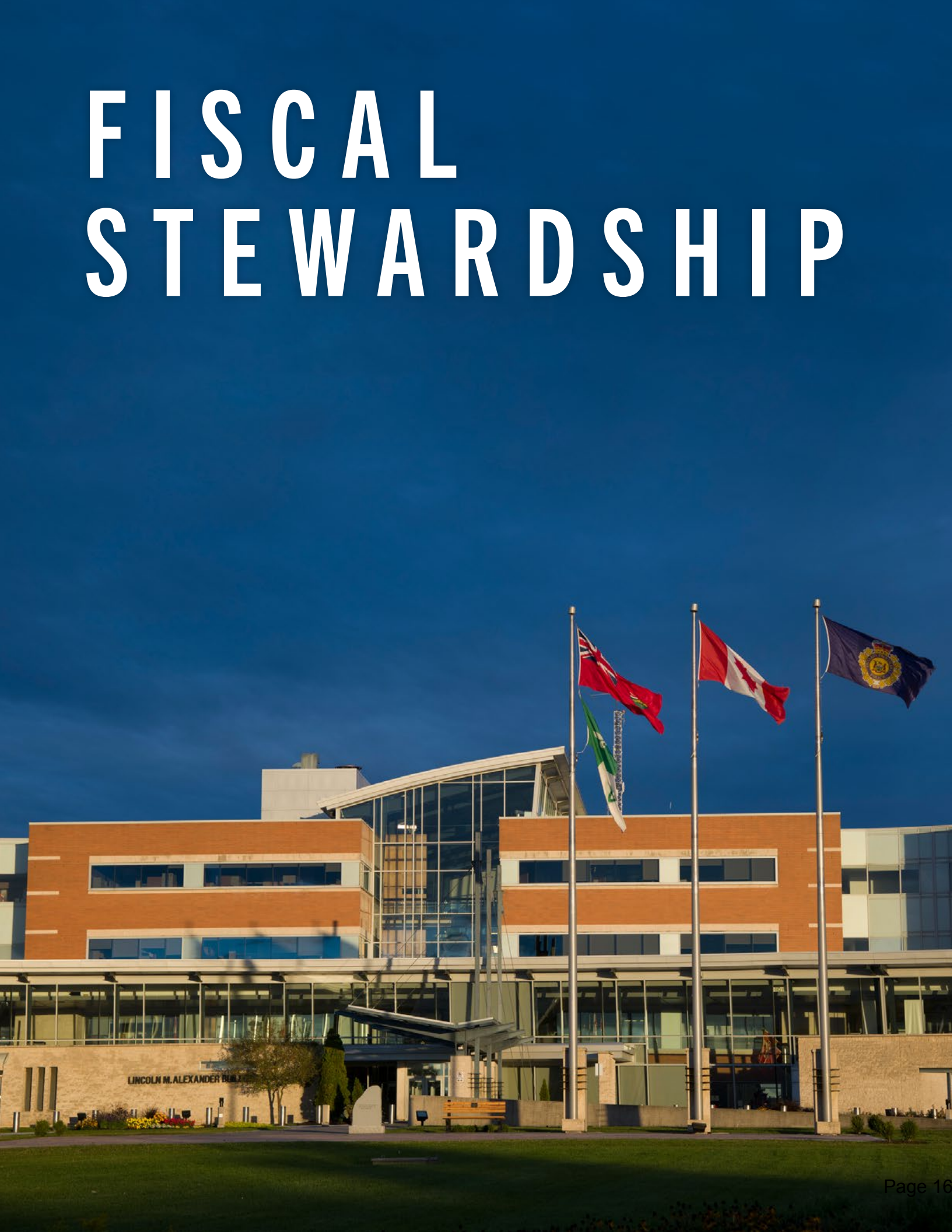
RAISING THE FRANCO-ONTARIAN FLAG

It was a moment of pride, hope and happiness as the Franco-Ontarian flag was raised to OPP General Headquarters (GHQ) in a special ceremony on September 26, 2023. The symbolic white and green flag is raised every year in honour of Franco-Ontarian Day, celebrated on September 25th.

So, what was different about the flag raising this year? This year, the flag did not come down after its usual week-long display – it will stay up permanently at GHQ, all regional headquarters, the Highway Safety Division Headquarters, and all detachments located in a designated bilingual area. This permanent display not only embraces the Francophone community in Ontario, it demonstrates the OPP’s commitment to supporting its bilingual members and ensuring that quality French language services are provided to those we serve.

The Francophone community in Ontario is a rich one, going back more than 400 years when French explorer Samuel de Champlain traveled to parts of the province. Today there are more than half a million Francophones in Ontario. In the OPP, we are fortunate to have more than 500 uniform and civilian members working in bilingual designated positions, offering services in both official languages.





FISCAL STEWARDSHIP

THE COST OF THE OPP

2023/2024 OPERATING AND CAPITAL BUDGET ACTUALS SALARIES AND BENEFITS

Salaries and benefits comprise a significant proportion of the OPP policing budget, averaging 83 percent as compared to 17 percent for direct operating expenses. This percentage breakdown is consistent with other police agencies in Ontario and Canada and is common to many professions that require the intense use of available human resources to meet their mandates. The OPP does not have direct control over compensation rates for its members. The Crown in the Right of Ontario, represented by the Ministry of Public and Business Service Delivery, negotiates salaries and benefits with the Ontario Provincial Police Association (OPPA). The most recent collective agreement expired on December 31, 2022.

FACILITIES OPP MODERNIZATION PHASE 2

In August 2018, a contract was signed to design, build and finance the Phase 2 Modernization project (valued at over \$182 million) which included nine new detachments with an additional site being added to replace Cambridge Detachment. The final project was completed in 2023 bringing a close to the Phase 2 Modernization Project.

All construction is complete, and all ten sites are operating as intended. The 10 sites include:

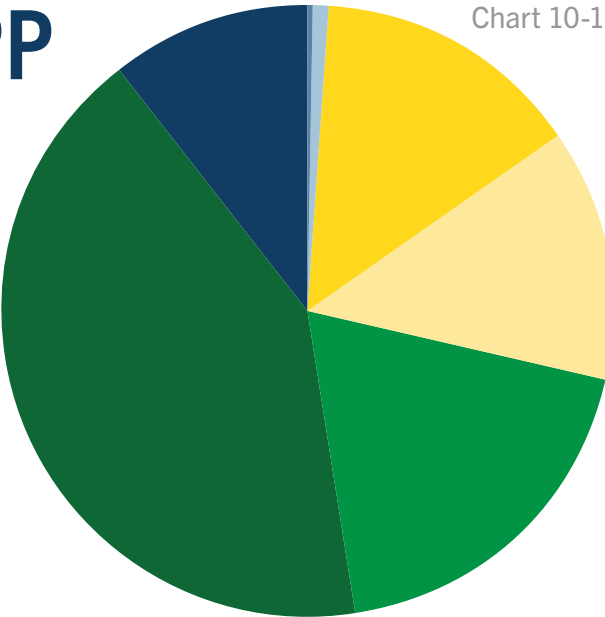
- Cambridge Detachment - OPP Highway Safety Division
- Fort Frances Detachment – OPP North West Region
- Hawkesbury Detachment – OPP East Region
- Huron County Detachment – OPP West Region
- Manitoulin Island Detachment – OPP North East Region
- Marathon Detachment – OPP North West Region
- Moosonee Detachment – OPP North East Region
- Orillia Detachment – OPP Central Region
- Port Credit Detachment – OPP Highway Safety Division
- West Parry Sound Detachment – OPP North East Region

OPP MODERNIZATION PHASE 3

With the completion of OPP Modernization Phase 2, OPP Modernization Phase 3 received Treasury Board (TB) approval in August of 2023. TB approved Phase 3 which is to complete a one-to-one replacement of 26 detachments and two regional headquarters.

Implementation of the first stage will begin in April 2026 and will involve replacement of 12 detachments and one regional headquarters.

Implementation of the second stage will begin in August 2027 and will involve replacement of 14 detachments and one regional headquarters.



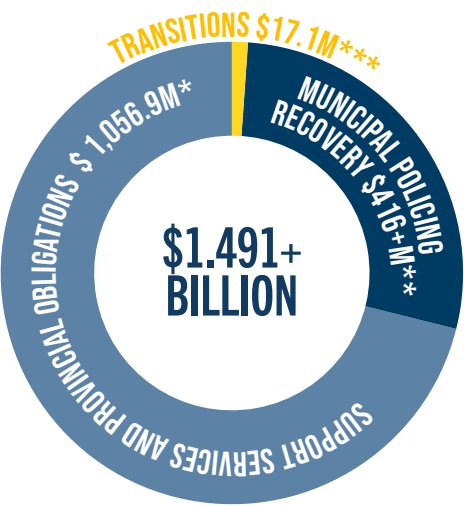
- 0.1% Office of the Commissioner
- 0.8% Culture and Strategy Services Command*
- 14.4% Corporate Services Command **
- 13.1% Investigations and Organized Crime Command
- 19.2% Traffic Safety Command
- 41.9% Field Operations Command
- 10.5% Benefits

\$1,490,627,227

* Includes Corporate Communications and Strategy Management Bureau and the Office of Professionalism, Respect, Inclusion and Leadership.
** Includes all fleet, equipment and fuel costs.

\$12.3 MILLION
spent on capital projects along with facility repairs and alterations in the 2023/2024 fiscal year.

OPP MUNICIPAL AND PROVINCIAL RESOURCE ALLOCATION



MUNICIPAL POLICING RECOVERY

Detachment Staff****

- Supervision
- Frontline constables
- Civilian administrative support

Support Positions and Other Direct Operating Expenses (ODOE)****

- Communication operators
- Prisoner guards
- Provincial Police Academy and in-service training
- Uniform recruitment
- Municipal Policing Bureau
- Forensic identification
- Information technology and telephone support
- Regional headquarters

SUPPORT SERVICES AND PROVINCIAL OBLIGATIONS

Traffic Safety

- Aircraft enforcement
- Provincial Traffic Safety program
- Motorized snow/off-road/vessel enforcement
- Waterways and King's highways

Investigations

- Criminal
- Child exploitation
- Anti-rackets/financial crimes
- Organized crime
- Investigative support

Intelligence

- Covert operations
- Provincial anti-terrorism and hate crimes
- Analysis and information
- Field intelligence

Specialized Response Teams

- Tactical and Emergency Medical Services
- Aviation Services
- Canine Unit
- Emergency Response Team
- Crisis negotiation
- Tactics and Rescue Unit
- Underwater Search and Recovery Unit
- Urban Chemical Response team

Auxiliary Policing

Community Safety

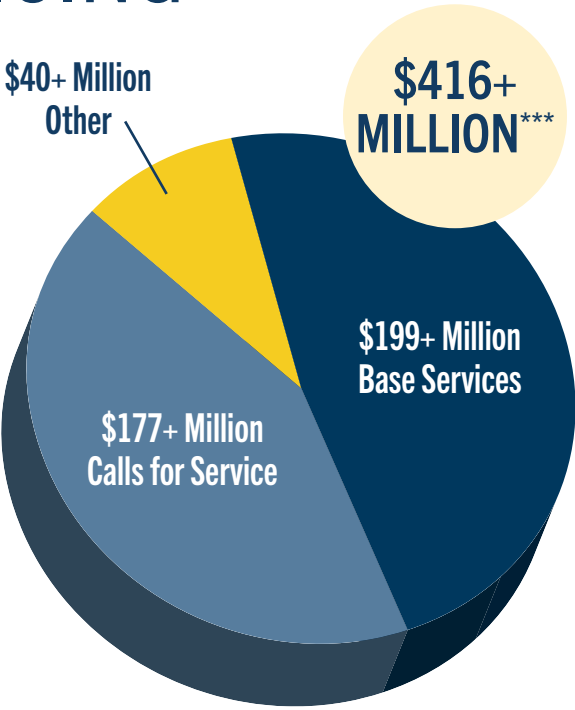
Unincorporated Territory

Indigenous Policing

Transitions to OPP: No municipalities transitioned to the OPP policing services in 2023.
OPP Policing Costs: For municipalities that receive municipal policing services from the OPP, the Ministry of Municipal Affairs and Housing Financial Information Return data analysis historically indicated that policing costs represent approximately 10 per cent of the municipalities' total annual expenses.

2023 MUNICIPAL POLICING COST RECOVERY

Chart 11-1



BASE SERVICES

Proactive policing services, such as general and directed patrol, traffic safety, crime prevention, and additional activities such as victim assistance, training and administration.

CALLS FOR SERVICE

Calls for service that are typically reactive in nature and require police attendance or investigation, such as assaults, break and enter and mischief calls, drug investigations, provincial statutes offences, mental health incidents, motor vehicle collisions and missing persons occurrences.

OTHER

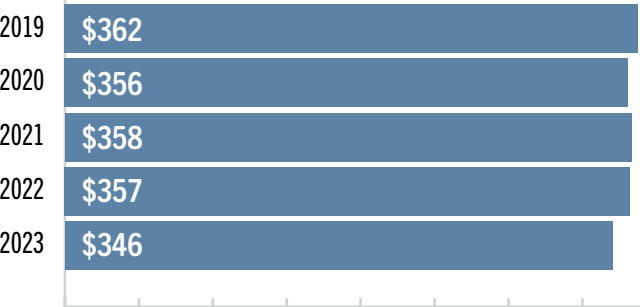
Overtime, court security, accommodations/cleaning, enhancements, and prisoner transportation.

HISTORICAL TRENDS 2019-2023

Since the implementation of the current billing model in 2015, municipal billing recoveries have increased, on average, one per cent year over year, while the average cost per property has remained relatively stable.

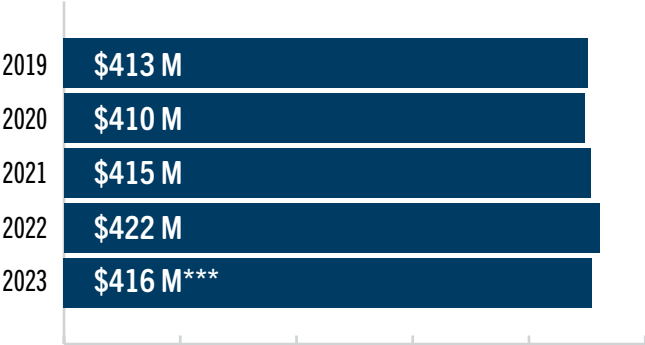
AVERAGE COST PER PROPERTY*

Chart 11-2



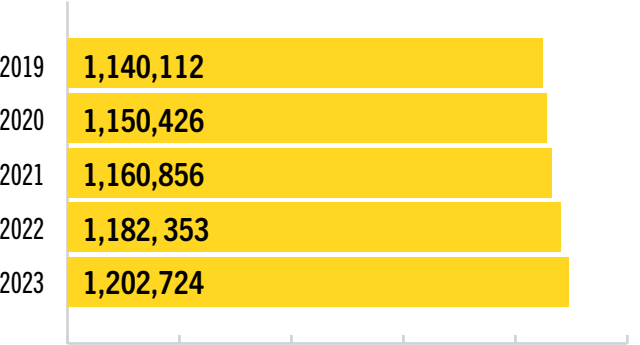
MUNICIPAL POLICING COST RECOVERY*

Chart 11-3



MUNICIPAL PROPERTY COUNTS**

Chart 11-4



*Estimated for 2023 and actuals for years prior to 2023, billing model recoveries net of municipal discounts, excludes recoveries for policing services provided to municipalities in a 3+ years transition contract. **Property count data is provided by Municipal Property Assessment Corporation (MPAC) on an annual basis. ***Estimated 2023 costs.

VALUE FOR MONEY CONTINUOUS IMPROVEMENT

In December 2021, the [Office of the Auditor General of Ontario](#) (OAGO) released its [Value-for-Money Audit: Ontario Provincial Police Report](#). Themes covered in this report included staffing and deployment, shift scheduling, healthy workplace initiatives, proactive policing targets, patrol hours, response time targets, clearance rates, reporting, and internal accountability processes.

Recommendation 13 included a commitment from the OPP to complete goal setting based on certain elements of the [Canadian Police Performance Metrics Framework](#) (CPPMF) and data derived from Statistics Canada (StatsCan) [Crime and Justice statistics](#) for the years 2018 to 2021. The data underwent a rigorous verification process by both the OPP and StatsCan to ensure accuracy and reliability.

An OPP Key Performance Indicator (KPI) Framework was created, aligning with other police services in Ontario and Canada. The selected CPPMF performance indicators for comparison were the [crime rate](#), [crime severity index \(CSI\)](#), [clearance rate](#), [clear](#)

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Clearance rate (unweig
incidents solved by the
of criminal incidents re
incident by charge or by
The calculation for clea
is calculated as the tota
number of incidents, mi

Crime Severity Index (CSI) is stan
volume and severity of police-rep
all Criminal Code violations, traffi
is assigned a weight depending or
data from the nation's courts. The
note that the baseline for CSI at 1
northern locations) may have grea

Crime Rate measures the volume of crime, including
all Criminal Code violations relative to the population
size, and it is generally expressed as a rate per 100,000
population. The crime rate is calculated by summing
all Criminal Code incidents reported by the police
and dividing by the population count. The crime rate
excludes Criminal Code traffic violations, as well as other
federal statute violations such as drug offences.

- **Crime Rate:** The mean crime rate exhibits slight fluctuations across the years.
- **Crime Severity Index (CSI):** Over the years, the mean CSI remains relatively stable, with minor variations.
- **Clearance Rate:** A declining trend was observed in the clearance rate over the years.
- **Clearance Status:** Total clearance status calculations encompass data from 2018 to 2022, providing a comprehensive overview of the prevailing tendencies during this period.
- **Police Officers per 100,000 Population:** Despite incomplete data for 2019, the mean demonstrates a notable stability.

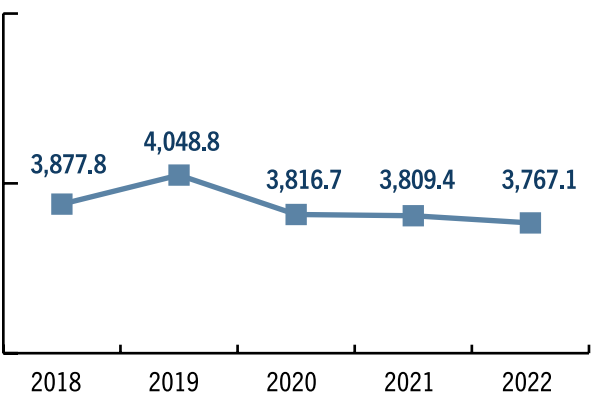
Looking ahead, the enactment of the [Community Safety and Policing Act](#) (CPSA) will inevitably reshape the landscape of KPIs for the OPP. Future KPIs may encompass measures of diversity, training, community engagement, compliance, and oversight, aligning with the evolving legislative framework and societal expectations.

The 2023 Annual Follow-up on the Value for Money Audit includes additional status updates of the implementation of the OPP recommendations and can be found in Chapter 1, section 1.14 on the [OAGO 2023 Annual Report](#) page.

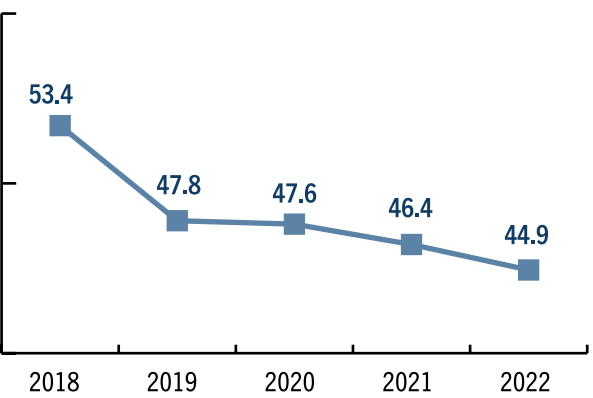
	OPP Benchmark
Crime Rate	3,864 (violations per 100,000 population)
Crime Severity Index	49.6 (rate/100 baseline but can be higher than 100)
Clearance Rate	48.0 (rate/100)
Cleared by Charge (clearance status)	38.4 (percentage/100)
Police Officer Strength	237.1 (per 100,000 population)

IDENTIFIED CPPMF MEASURES FOR OPP 2018-2022

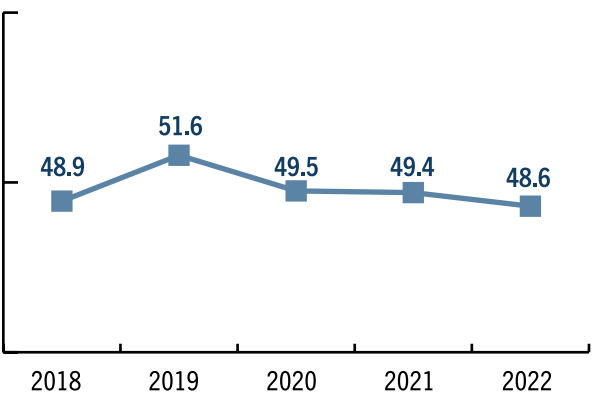
OPP CRIME RATE



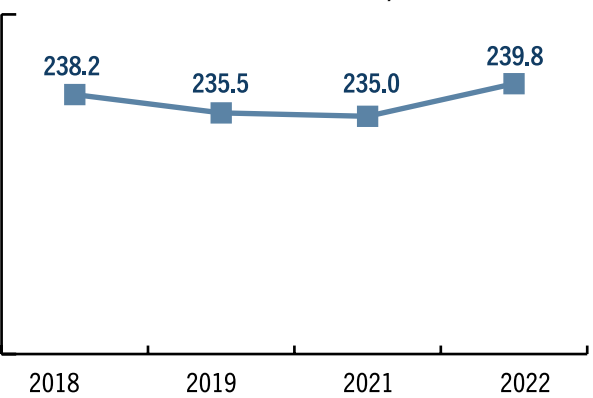
OPP CLEARANCE RATE - ALL VIOLATIONS



OPP CRIME SEVERITY INDEX

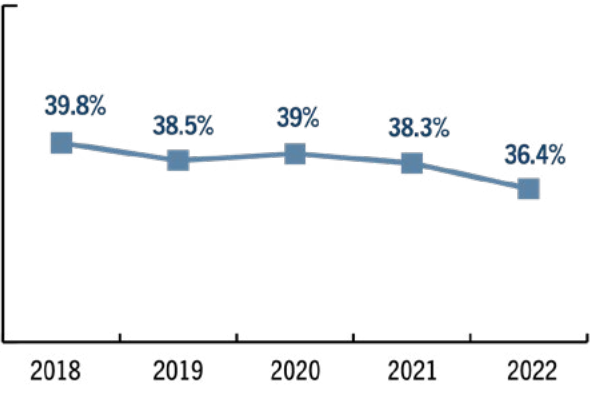


OPP STAFF STRENGTH PER 100,000 POPULATION



Statistics Canada could not run all justice statistics for 2020 due to disruptions from the COVID-19 pandemic.

OPP INCIDENTS CLEARED BY CHARGE
- ALL VIOLATIONS



LEGITIMACY, ADEQUACY AND EFFECTIVENESS

LEGITIMACY

- Use of force (UoF) was applied in 0.14% of all incidents requiring police presence. This is a slight increase over both 2022 (0.12%) and 2021 (0.13%) UoF ratios.
**UoF reports submitted for the humane dispatch of animals are reported separately.*
- Fewer than 1% of police/public engagements resulted in a public conduct, policy and/or service complaints to the OIPRD. The total number of conduct, policy and service complaints has increased by 7.2% since 2022 with 8.6% of complaints being substantiated.
- Over 6,000 uniform members attended annual block training at the Provincial Police Academy. This included mandatory firearms training, as well as first aid, judgment, use of force, and other essential training.
**This includes training provided to First Nations police services.*
- OPP members (uniform and civilian) received additional training from the Provincial Police Academy, including 535 in-person instructor-led courses with 5,508 combined participants, 23 virtual instructor-led courses with 665 combined participants, and 144 e-learning courses with 51,272 combined participants.
**Virtual instructor-led courses run simultaneously with in-person instructor-led courses, therefore some course offerings may be counted in the total offerings for both types.*
- Protocols and engagement continued to ensure hate motivated crimes and incidents incorporated a victim/trauma-centered approach.
- 81 formal requests were received for OPP investigative leadership and/or specialized and technical expertise relating to Sudden Death and Homicide cases.

- The OPP continued working with the Indigenous Advisory Circles to the OPP at the provincial level and the newly formed Regional Indigenous Advisory Circles in each OPP Region and Highway Safety Division.
- Indigenous Awareness Training was delivered to over 1,800 participants including more than 330 OPP recruits and 1,100 recruits from external agencies. Other participants included Auxiliary members, Special Constables, Experienced Police Officers, Cadets and the Provincial Communications Centre members.
- 77 different languages, not including English, were spoken by 1,076 multilingual OPP members.
- 52.9% of OPP members are between the ages of 25 and 44 years.
- The OPP was a participant in 56 of the 78 situation tables operating across Ontario, consistent with the past two years.
- Of the 37 Crime Stoppers programs in Ontario, 21 were OPP partnerships; this remained consistent with the past two years. A significant portion of total tips received in Ontario resulted from this partnership.
- A sustained focus on collaboration for positive outcomes at the frontline resulted in 3,200+ community partnerships and 2,400+ mobilization activities being conducted.
- 106,000+ hours were volunteered by more than 500 Auxiliary members on specific tasks geared toward enhancing community safety.
- 1,100+ hours were volunteered by 12 chaplains located in all 5 regions and 1 division.
- The people-centred leadership development initiative, which began with regional Detachment Commander workshops in 2022, has now reached more than 600 frontline supervisors, managers, and Bureaus from all Regions and Division.

- The Occupational Medicine Program handled over 500 new member support cases.
- There were approximately 240 active Peer Supporters.
- The Care Navigators were contacted 850+ times by a member or a manager requesting support.
- Since its inception in 2018, the usage of the Online Reporting system has increased by 51% with a 20% increase from 2022 to 2023.
- A mental health-related call was received every 18 minutes, approximately 79 calls every day.
- OPP officers located 578 missing persons.
- Members of the OPP Child Sexual Exploitation Unit and OPP-led Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet identified and supported 411 child victims.
- OPP-led Provincial Anti-Human Trafficking Strategy initiatives, supported 44 victims of human trafficking.

ADEQUACY AND EFFECTIVENESS

- 2.32+ million calls were received at PCCs. Over 1 million of these calls were 9-1-1 calls, an average of 2,906 calls per day.
- PCCs diverted 109,013 unintentional 9-1-1 calls from frontline response.
- The authorized OPP police officer strength was 245 police officers per 100,000 population.
- Mental health was a factor in 26,000+ occurrences, an increase over both 2022 and 2021.
- 60 OPP detachments had formalized Mobile Crisis Response Teams.
- A call for a traffic hazard was received every 8 minutes.
- OPP officers initiated a traffic stop every 80 seconds, resulting in 437,130 total traffic stops.
- A call involving a motor vehicle collision was received every 7 minutes.
- OPP-led Provincial Biker Enforcement Unit, Provincial Weapons Enforcement Unit and other various organized crime enforcement units seized 574 illegal firearms from communities.
- As a result of OPP-led Provincial Joint Forces Cannabis Team initiatives, \$128.3 million in illegal cannabis products were taken off the streets.
- OPP-led Provincial Contraband Tobacco Enforcement Team initiatives seized over \$1.5 million in contraband tobacco, thwarting an estimated \$8.2 million tax loss.
- The average estimated cost per property for OPP policing services in 2023 was \$346, less than the previous four years.
- The Quality Assurance Unit completed 40 quality assurance detachment inspections to ensure compliance with the current legislation and policies and to identify improvement opportunities, minimize risk, safeguard assets and ultimately protect the reputation of the OPP.



- According to the 2023 Community Satisfaction Survey (CSS), most respondents (81.2%) said they were overall “very satisfied” or “satisfied” with the quality of police service provided by the OPP. The average overall satisfaction rating (4.02/5) was a statistically significant increase over the 2022 Provincial CSS result (3.84/5). To access more results, please visit the [OPP Community Satisfaction Surveys](#) webpage.
- The Repeat Offender Parole Enforcement Squad made 1,213 arrests.

APPENDIX

[Click here for full Appendix details >](#)



9-1-1

is for police,
fire, or medical
emergencies only.

Every time an accidental or hang-up 9-1-1 call is received, an OPP communications operator must complete a follow up process, which may include dispatching police officers to ensure there is no emergency in progress. If you’ve dialed 9-1-1 in error, stay on the line and speak with the communications operator. This will ensure emergency resources are allocated to actual emergent situations and not accidental 9-1-1 calls.

SPEAK WITH AN OFFICER IN PERSON

To arrange to meet an officer at a detachment, go to [opp.ca](#) to use the Local Detachment Finder and follow the prompts.

PROVIDE AN ANONYMOUS TIP

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

REACH THE OPP BY PHONE

- Call 9-1-1 for emergencies
- Don’t hang up, stay on the line
- Call 1-888-310-1122 for non-emergency calls
- TTY 1-888-310-1133 (for the Deaf, Hard of Hearing and Speech Impaired)
- Know your location

REPORT ONLINE

You now have the option to report select occurrences to police online.

Visit [opp.ca/reporting](#) for online reporting. Specific incidents can be reported online at your convenience without attending a detachment or making a call for police assistance.

You can use this system to report:

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

Do not use online reporting for emergencies, call 9-1-1.



ONTARIO PROVINCIAL POLICE
[777 Memorial Avenue // Orillia, ON // 1-888-310-1122 // opp.ca](#)



2023 ANNUAL REPORT

ONTARIO PROVINCIAL POLICE // [OPP.CA](https://opp.ca)

2024–2027

THE ROAD AHEAD



A Strategic Plan for Ontario's Inspectorate of Policing

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Land Acknowledgement

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

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

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

Message from the Inspector General of Policing of Ontario

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

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

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



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



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

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

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

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

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

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

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

Ryan Teschner
Inspector General of Policing of Ontario

Purpose of the Strategic Plan

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

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

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

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

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

Strategic Objectives

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

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

We will serve the public interest

We will propel greater insights and foresights to address risks



Source: Angelo Matela

Our Vision

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

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

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

The IoP is dedicated to:

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

Our Values

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

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

At the IoP, we believe in:

Continuous Improvement



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

Risk-Informed



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

Independent



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

Integrity



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

Fair



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

Transparent



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

Collaborative



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

Ontario's New Inspector General and Inspectorate of Policing

About Ontario's Inspector General and Inspectorate of Policing

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

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

The Mandate of the Inspector General

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

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

Who the Inspector General Oversees

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

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

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

The Public We Serve

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

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

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

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

The Operational Independence of the Inspector General

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

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

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

Who We Are

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

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



The Structure of the IoP

The Inspectorate of Policing

Office of the IG

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

Investigations, Inspections, and Liaison Branch

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

Centre for Data Intelligence and Innovation

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

Strategic Objectives



Objective 1:

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

Why is this objective important?

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

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

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

Objective 1:

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

We are committed to:

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

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

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

We will deliver on these commitments by:

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

Objective 2:

We will serve the public interest

Why is this objective important?

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

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

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

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

Objective 2:

We will serve the public interest

We are committed to:

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

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

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

We will deliver on these commitments by:

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

Objective 3:

We will propel greater insights and foresights to address risks

Why is this objective important?

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

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

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

Objective 3:

We will propel greater insights and foresights to address risks

We are committed to:

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

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

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

We will deliver on these commitments by:

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

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

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



Contact Us



Inspectorate of Policing
777 Bay Street, 7th Floor
Toronto, ON M5G 2C8



Tel: 1-888-333-5078



www.loPOntario.ca

*Improving policing performance
to make everyone in Ontario safer*

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Orangeville OPP Detachment Board (the “Board”) Board Governance Memorandum

Effective April 1, 2024; amended and ratified May 21, 2024; amended and restated January 21, 2025; amended and restated June 17, 2025

Effective April 1, 2024 the *Police Services Act* R.S.O. 1990, chapter P.15 and related regulations (the “PSA”) were replaced by the *Community Safety and Policing Act, 2019* and related regulations (the “CSPA”).

Whenever reference is made to “Detachment Commander” (“DC”), the term is intended to include the Ontario Provincial Police (“OPP”) more generally to the extent the actual responsibility/authority relating to the establishment of policies, procedures and processes lies at more senior levels within OPP management or is delegated by the DC to an authorized designate. Whenever reference is made to “Commissioner” the term is intended to mean the Commissioner of the OPP appointed under CSPA ss.56(1).

1. APPLICATION

General Overview

Part I of the CSPA (s.1) is a declaration of principles which provides that policing shall be provided throughout Ontario in accordance with the following principles:

- The need to ensure the safety and security of all persons and property in Ontario, including on First Nation reserves.
- The importance of safeguarding the fundamental rights and freedoms guaranteed by the *Canadian Charter of Rights and Freedoms* and the *Human Rights Code*.
- The need for co-operation between policing providers and the communities they serve.
- The importance of respect for victims of crime and understanding of their needs.
- The need for sensitivity to the pluralistic, multiracial and multicultural character of Ontario society.
- The need to be responsive to the unique histories and cultures of First Nation, Inuit and Métis communities.
- The need to ensure that police services and police service boards are representative of the communities they serve.
- The need to ensure that all parts of Ontario, including First Nation reserves, receive equitable levels of policing.

CSPA Part II deals with the Minister’s duties and powers and Part III describes the responsibilities for the provision of adequate and effective policing in Ontario.

CSPA Parts IV and V provide for the establishment of municipal police service boards (Part IV) and for OPP detachment boards (Part V) depending upon the type of police service a municipality establishes (municipal or OPP) to provide community police services. There are four types of policing boards which may be established under the CSPA in conjunction with a police service:

- Municipal boards constituted by a municipality under CSPA s.22, s.23, s.24 or s.25;
- First Nation boards constituted under CSPA s.32;
- First Nation OPP boards constituted under CSPA s.77; and
- OPP Detachment boards constituted under CSPA s.67.

For purposes of the CSPA, Part IV municipal boards and First Nation boards are collectively defined as “police service boards”. The Board is an “OPP detachment board” **NOT** a “police service board”. As such, the Board has oversight responsibilities under Part V (s.67) of the CSPA which relate to the provision of police services to the Town of Orangeville by the Dufferin County Detachment of the OPP.

Provision of Common Application

When reading the CSPA and regulations, and when developing and implementing Board policies and governance protocols, it is very important to remember that CSPA references to “police service boards” may, but do not automatically, include OPP detachment boards.

The CSPA has many provisions that are specific to the governance of certain types of boards. There are also a number of provisions that apply to more than one type of board, either by directly referencing such boards or through a provision of common application. For example, CSPA ss.67(6) provides that the following CSPA provisions, which refer expressly to “police service boards”, apply as well to Part V OPP detachment boards, with necessary modifications, as if they were, in fact, Part IV police service boards:

- s.33 (Appointment).
- ss.35(1) to (5) (Oath, training and conduct).
- s.36 (Election of chair).
- s.42 (Delegation).
- s.43 (Meetings).
- s.44 (When meetings may be closed to public).
- s.45 (Evidence of by-laws).
- s.46 (Rules and procedures).
- s.48 (Protection from personal liability).
- s.49 (Police service board may contract, sue and be sued).

These provisions of common application are reflected in this Memorandum by subject matter and are also reflected in the attached Board By-Laws and Policies.

Adequate and Effective Policing

Under Part III of the CSPA (see s.10 - s.21) “police service boards” and the OPP (Commissioner) are required to ensure that “**adequate and effective policing**” is provided in the area for which they have respective policing responsibility in accordance with, and having regard to, the needs and diversity of the population in that area (CSPA s.10(1)).¹

Under CSPA s.11 “**adequate and effective policing**” means (with certain exclusions per ss.11(2)), all of the following functions provided in accordance with the standards² set out in the regulations, including the standards with respect to the avoidance of conflicts of interest, and compliance with the requirements of the *Canadian Charter of Rights and Freedoms* and the *Human Rights Code*:

- Crime prevention.
- Law enforcement.
- Maintaining the public peace.
- Emergency response.
- Assistance to victims of crime.
- Any other prescribed policing functions.

This Memorandum is intended to provide an overview of Board governance requirements and resources to facilitate Board compliance with its roles and obligations under the CSPA as an OPP detachment board. To the extent anything contained in this Memorandum (including attachments) conflicts with the provisions of the CSPA and its regulations, the CSPA/regulations shall govern.

¹ These CSPA sections include provisions that support the delivery of policing through alternative, special and additional services generally, as well as in temporary and emergency circumstances.

² NOTE: These are minimum standards, “police service boards” or the Commissioner may provide policing or other services that exceed the standards for adequate and effective policing, including providing enforcement of by-laws.

2. ROLE OF THE LIEUTENANT GOVERNOR IN COUNCIL

Under the CSPA the Lieutenant Governor in Council has regulation-making powers (s.261) and related public consultation responsibilities (s. 262) and other responsibilities in a number of areas, including s.16 (designating “special areas” for the provision of policing in certain circumstances), receiving Ministerial recommendations on Board appointments (e.g., s.33); appointing a Commissioner of the OPP and one or more deputy Commissioners (s.56); authorizing commissions under the great seal (s.101.1); appointing the Inspector General of Policing (s.102); remove or suspend or direct compliance relating to Commissioner/Board member compliance following an inspection report (s.123–129); appointment/remuneration of complaints director under CSPA Part VIII; approval of Ministerial disciplinary measures imposed on the Commissioner or the appointment of an adjudicator to hold a hearing regarding the demotion or termination of the Commissioner or deputy Commissioner under CSPA Part XII.

O. Reg. 399/23 sets out a number of general matters under the authority of the Lieutenant Governor in Council. Several provisions apply to an OPP police service. For example, police ranks that may be established by the OPP (s.5).

3. ROLE OF THE OPP COMMISSIONER AND THE MINISTER UNDER CSPA PART V

OPP Commissioner and Deputy Commissioners

The Commissioner may, in accordance with any diversity plan, policy or directive that is applicable to the public service of Ontario, appoint members of the OPP as police officers.

Commissioner's Duties

Under CSPA s.57 the Commissioner must:

- provide adequate and effective policing in their area of policing responsibility per CSPA s.10;
- perform duties under the CSPA/other Act re the employment of OPP members in accordance with any diversity plan/policy/directive applicable to the Ontario public service;
- maintain highway traffic patrols;
- maintain investigative services to assist other police services as per Minister policies; and
- perform such other assigned and prescribed duties.

Commissioner's Annual Report

CSPA s.58 requires the Commissioner to file with the Minister, on or before June 30th in each year, an annual report that addresses at least the following matters:

- the implementation of the Minister's Strategic Plan (CSPA s.61) and the achievement of the performance objectives identified in the Strategic Plan;
- the affairs of the OPP; and
- any other prescribed matters.

The Minister must publish the Commissioner's Annual Report on the internet.

A copy of the Commissioner's latest Annual Report is included in **Schedule B**

Minister

Minister's OPP duties

CSPA s.59 requires the Minister to:

- monitor the Commissioner's performance;
- review of the Commissioner's performance at least annually as per any regulations;
- monitor the Commissioner's handling of discipline within the OPP;
- ensure that any OPP police facilities/lock-ups comply with any prescribed standards; and
- perform other assigned/prescribed duties.

Minister's Policies (See Board Policy D3(p))

With certain exceptions³ CSPA ss.60(1) requires the Minister to establish (and publish on the internet) policies respecting:

- adequate and effective policing⁴ provided by the Commissioner based on community needs;
- disclosure by the Commissioner of personal information about individuals;
- investigative services that the Commissioner must provide to other police services;
- OPP discipline matters;
- the indemnification of members of the OPP for legal costs;⁵ and
- any other OPP-related matters or the provision of policing or prescribed matters (CSPA s.60(1)(f))
 - e.g.,:
 - ss.24(1) O. Reg. 392/23 (See Board Policy D3(n))
 - policy on the publication of crime analysis, call analysis and public disorder analysis data, and of information on crime trends - to be published annually on the internet.(ss.24(2)); and
 - s.24 O. Reg. 395/23
 - policy on the conduct of investigations.

Minister's Four Year Strategic Plan (See Board Policy D3(p))

CSPA s.61 requires the Minister to prepare and adopt a Strategic Plan every four years for the provision of policing by the Commissioner. The Strategic Plan informs the formation of regional action plans by the OPP which in turn inform the formation of local detachment action plans (see CSPA s.70 below) for the detachments within each region.

The Minister's Strategic Plan must comply with any applicable regulations and must address at least the following matters:

- how the Commissioner will ensure the provision of adequate and effective policing based on the needs of the policed community;
- the objectives, priorities and core functions of the OPP;
- quantitative and qualitative performance objectives and indicators of outcomes relating to:⁶
 - the provision of community-based crime prevention initiatives, community patrol and criminal investigation services;
 - community satisfaction with the policing provided;
 - emergency calls for service;
 - violent crime and clearance rates for violent crime;
 - property crime and clearance rates for property crime;
 - youth crime and clearance rates for youth crime;
 - police assistance to victims of crime and re-victimization rates;
 - interactions with persons described below;
 - road safety; and
 - any other prescribed matters.
- interactions with:
 - youths;
 - members of racialized groups; and
 - members of First Nation, Inuit and Métis communities;
- interactions with persons who appear to have a mental illness or a neurodevelopmental disability;
- information technology;
- resource planning;
- police facilities; and
- any other prescribed matters.

³ CSPA ss.60(5) and (6)

⁴ CSPA s.11

⁵ subject to the regulations, and unless such indemnification is provided for by an agreement made under the *Ontario Provincial Police Collective Bargaining Act, 2006*,

⁶ These and the "interactions" bullets are identical to the Local Action Plan requirements under CSPA s.70

The Minister must publish the Strategic Plan on the internet.

The current Strategic Plan is included in **Schedule B**

Minister Directions to Commissioner

Under CSPA s.62 the Minister may give directions to the Commissioner, **but cannot** direct the Commissioner:

- with respect to:
 - specific investigations;
 - the conduct of specific operations;
 - the discipline of specific police officers;
 - the day-to-day operation of the OPP;
 - other prescribed matters; or
- to do anything that would:
 - contravene the CSPA or regulations, or any other Act or regulation;
 - require an OPP member to do something, or refrain from doing something, that would be inconsistent with their CSPA duties; or
 - prohibit an OPP member from attempting to collect information for the purpose of investigating an offence or assisting with the prosecution of an offence; or
- to provide personal information if other information will serve the purpose for which the information is to be used or otherwise to provide more personal information than is reasonably necessary to meet the purpose for which the information is to be used; or
- direct members of the OPP other than the Commissioner.

Under CSPA ss.62(3.1) the above restrictions do not prevent the Minister from issuing directions that may affect OPP operations. The Commissioner may decline to provide the information described in s.62 if authorized to do so by the regulations. The Minister must publish any directions given to the Commissioner on the internet.

4. BOARD GOVERNANCE

Background and Introduction

Effective October 1, 2020, the Board transitioned from a local police services board operating under PSA s.31 to an OPP police services board operating under PSA s.10. This transition occurred in conjunction with a decision by the Town of Orangeville Council to disband the local Orangeville Police Service and replace it with the OPP pursuant to an October 1, 2020 Agreement (term October 1, 2020 - December 30, 2023) for the Provision of Police Services under PSA s.4, 5 and 10 between the Ministry and the Town (the "OPP Agreement"). This OPP Agreement was replaced by an amended agreement effective December 30, 2023 - April 1, 2024. The CSPA governs the OPP policing arrangements in place for Orangeville from and after April 1, 2024.

Under Part V, CSPA ss.67(1) there must be one or more OPP detachment boards in accordance with the regulations, for each OPP detachment that provides policing in a municipality or in a First Nation reserve.

Opting Out

Under s.2 of O. Reg. 135/24 the Aurora OPP Detachment and the Caledon OPP Detachment are exempt from the requirement in CSPA ss.67(1) to have an OPP detachment board.

Essential Governance Principles

OPP detachment board members need to focus on three main tasks to effect compliance with their role and CSPA requirements:

- Understand the broad overview of the CSPA;
- Develop and approve a written CSPA-compliant board governance framework which includes bylaws and policies (Orangeville has done this); and
- Operationalize the governance framework through effective tools like governance service standards (Orangeville has done this) - posted on the Board's website.

The following six principles should be used to guide the Board in connection with these tasks:

1. CSPA compliance is not optional – the minimum required from boards is full CSPA compliance in the discharge of their public trust;
2. There are a number of ways to achieve full compliance in terms of developing a process of decision-making by a board and its committees;
3. This “process” needs to be codified in a CSPA compliant written governance framework based on best practices, which includes by-laws, policies and protocols the board must follow;
4. Board’s governance framework must be operationalized and followed month to month to ensue ongoing and consistent CSPA compliance in the current year and year-over-year (suggest adoption of service standards);
5. Board’s governance framework is an essential reference, training and orientation tool which must be periodically reviewed and kept current; and
6. The Board should be guided by best practices and the pursuit of excellence in discharging its duties under s.67-70 and elsewhere – your community deserves more than the minimum.

Is the Board a “Local Board”

Under a number of statutes, including the Municipal Act (relevant to by-law making authority), the Municipal Conflict of Interest Act (relevant to conflicts of interest) and the Municipal Elections Act/Municipal Affairs Act (relevant to political activity in municipal elections), it is important to determine whether an OPP detachment board is a “local board” as defined in these Acts.

The local board definitions vary, but are similar. Sometimes the question must be answered because sections of the particular Act require local board compliance with the Act’s requirements (e.g. the Municipal Conflict of Interest Act). In other cases, (e.g., the Municipal Act) the question is important to determine whether an OPP detachment board is excluded as a local board under ss.10(6) from the municipality’s authority to make by-laws under ss.10(2)1. with respect to the “governance structure of the municipality and its local boards”. This exception should apply equally to police service boards and OPP detachment boards from and after April 1, 2024 (just as it did under the PSA) to ensure policing board governance independence from their municipalities.

Was this post-April 1st omission of OPP detachment boards from the definitions of local board under these Acts intentional or inadvertent? If intentional, what would be the policy reason for exclusion? Alternatively, if intentional was the omission based on an interpretation of the local board definitions that satisfied the government the express reference to OPP detachment boards in the definition was not necessary because it is otherwise included in the definitions general wording?

Prior to the CSPA all policing boards under the PSA qualified as local boards for purposes of these Acts and their exceptions.

To illustrate the issue using the Municipal Conflict of Interest Act, under the Act a “local board” is defined as follows:

“local board” means a school board, board of directors of a children’s aid society, committee of adjustment, conservation authority, court of revision, land division committee, municipal service board, public library board, board of management of an improvement area, board of health, police service board⁷, planning board, district social services administration board, trustees of a police village, board of trustees of a police village, board or committee of management of a long-term care home, or any other board, commission, committee, body or local authority established or exercising any power or authority under any general or special Act in respect of any of the affairs or purposes, including school purposes, of one or more municipalities or parts thereof, but does not include a committee of management of a community recreation centre appointed by a school board or a local roads board;

Underlining and italics added

It is arguable that OPP detachment boards may not come within this definition from and after April 1, 2024 since they are not “police service boards” as defined under the CSPA. Prior to April 1, 2024 the PSA

⁷ Prior to April 1, 2024 this read “police services board” as per the PSA definition.

included both s.10 (OPP) and s.31 boards in the term “police service board” and therefore both were clearly “local boards” under the Act. Was this exclusion of OPP detachment boards from the local board definition intentional? Is it arguable that OPP detachment boards are still included in the definition by virtue of the words “or any other board, commission, committee, body or local authority established or exercising any power or authority under any general or special Act in respect of any of the affairs or purposes, including school purposes, of one or more municipalities or parts thereof”? Some case law suggests otherwise.⁸

[NOTE: This topic requires clarification from the Ministry, however, pursuant to direction from the Ontario Association of Police Services Boards (OAPSB) OPP detachment boards are generally operating as if they are excluded from the “local board” definitions from and after April 1, 2024.]

Board By-Laws and Policies

The Board’s governance and procedural protocols described in this Memorandum are reflected in its by-laws and policies which must be compliant with all CSPA requirements. Pursuant to CSPA s.45, Board by-laws signed by a Board member, or a certified copy thereof, are admissible in evidence without proof of the signature or authority of the person signing. See descriptions of Board policies below and (including under “Local Policies of the Board Policies D3(a) – (w)” heading.

Board Composition

Under CSPA ss.67(2) the composition of an OPP detachment board is determined by regulations. Under O. Reg 135/24 the number of OPP policing boards within Dufferin County was reduced from eight to four (one of which is the Board) and Board membership was increased from five to six members. Under O. Reg. 135/24 the composition of the Board is as follows:

- two appointed by Orangeville Town Council from members of Council;
- three appointed by Council from members of the community who are neither members of Council nor employees of the municipality; and
- one provincial appointee appointed by the Minister.

Board Appointments

Under CSPA s.33, in appointing or reappointing Board members the “appointing person or body” must consider,

- the need to ensure that the Board composition reflects the diversity of the community;
- the need for the Board to have members with the prescribed competencies;
- any applicable diversity plan; and
- the results of a potential appointee’s police record check.⁹

However, under CSPA ss.33(4)-(7) certain persons are not eligible for appointment;¹⁰

- a judge or justice of the peace;
- a member of a police service, a special constable or a First Nation Officer;
- any person who practises criminal law as a defence counsel or as a prosecutor;
- a director, officer or employee of a prescribed policing provider;
- any other prescribed persons; and
- a former member of a police service.¹¹

A Board member must vacate their seat if they become ineligible to be on the Board and if a Board seat becomes vacant, the Board must notify the person or body responsible for appointing a replacement. Under CSPA ss.33(3) the power to appoint a member of the Board includes the power to revoke the appointment and to appoint a replacement. Board appointments by Council under CSPA s.33 and s.67 are governed by the Town’s Committee Policy.

⁸ *Ontario Ombudsman v. Hamilton (City)*, 2018 ONCA 502 (CanLII); *County of Lambton Community Development Corporation v. Municipal Property Assessment Corporation et al.*, 2023 ONSC 3434 (CanLII).

⁹ prepared within the 12 months prior to appointment.

¹⁰ Note: under CSPA ss.33(9), the above eligibility restrictions do not prevent a person who was a member of the Board immediately before April 1, 2024 from serving the remainder of their term.

¹¹ Unless the Board no longer maintains a police service that the person was a member of and at least one year has passed since the person ceased to be a member of any police service.

Term of Office and Board Remuneration

Under CSPA ss.67(3), the term of office and remuneration for a Board member is determined under the regulations as follows:

Term of Office (O. Reg. 135/24)

Council Appointees

Under O. Reg. 135/24 ss.6(1) the term of office for a Council appointed Board member is to be set out by Council in the member's appointment - not to exceed Council's term of office, but under ss.6(3) shall sit until the earlier of:

- (a) six months after the expiry of their term of office; or
- (b) the day the member's successor is appointed by Council.

Provincial Appointees

Under ss.6(4) the term of office for a Board member who is appointed by the Minister is to be set out by the Minister in the member's appointment.

[NOTE: Query – Under ss.6(5) If the position of a member of an O.P.P. detachment board who is appointed by a municipality or First Nation becomes vacant, the Minister shall notify the council of the municipality or band council. What does this mean? Seems backwards. Needs clarification by Ministry.]

Regular Board Remuneration (O. Reg 135/24)

The Town is responsible to set the amount of and pay all Board member remuneration regardless of the member's appointing body.

Special Board Remuneration (See Board Policy D3(i))

In addition to the regular remuneration paid to Board members by the Town as determined above, **Board Policy D3(i)** sets out the amount and process applicable to the approval and payment of special remuneration and expenses to Board members and staff for special meetings and assigned work/special projects.

Oath/Affirmation and Training

Oath/Affirmation of Office

CSPA ss.35(1) requires Board members to take an oath or affirmation of office in the prescribed form at the time of their appointment.

O. Reg. 416/23 prescribes the following oath or affirmation of office for the members of police service boards, OPP detachment boards and First Nation OPP boards:

"I solemnly swear (*affirm*) that I will uphold the Constitution of Canada, which recognizes and affirms Aboriginal and treaty rights of Indigenous peoples, and that I will, to the best of my ability, discharge my duties as a member of the (*insert name of police service board, OPP detachment board, or First Nation OPP board as applicable*) faithfully, impartially and according to the *Community Safety and Policing Act, 2019*, any other Act, and any regulation, rule or by-law.

So help me God. (*Omit this line in an affirmation.*)"

Board/Committee Training (See Board Policy D3(e))

Training General

As reflected in **Board Policy D3(e)**, in addition to the mandatory training/educational requirements described below, the Board's good governance responsibilities include the Board playing an active role in education and orientation for new members as well as ongoing supplemental training offered by the OAPSB and other sources.

Mandatory Training

Regulations

The Minister's duties and powers under CSPA s.3, ss.35(2) and ss.261(2) include the duty/power to develop, promote and provide education and training to enhance the professional provision of policing and assist members of policing boards in performing their duties and to make related regulations.

CSPA Required Training

Under CSPA ss.35(2) all Board and Committee members are required to successfully complete Minister-approved training:

1. on the board/Committee member roles/responsibilities;
2. on human rights and systemic racism;
3. that promotes recognition of and respect for:
 - o the diverse, multiracial and multicultural character of Ontario society; and
 - o the rights and cultures of First Nation, Inuit and Métis Peoples;

and any other prescribed training.

Consequences if Required Training Incomplete

If required training is not completed, CSPA ss.35(3) and (4) provide that a Board/Committee member shall not, following any period prescribed by the Minister, exercise their powers or perform their duties (or continue to do so) until training is successfully completed. Under CSPA ss.35(5) the regulations made by the Minister may provide a similar result with respect to "specified" training.

Election of Board Chair

CSPA s.36 requires Board members to elect a chair at the Board's first meeting in each year. The Board may also elect a vice-chair at that time to act as the chair if the chair is absent or if the chair's position becomes vacant.

Delegation of Board Powers

Under CSPA s.42 the Board may, by by-law, delegate any of the Board's CSPA powers to a Board Committee. Any Board powers prescribed for purposes of s.42 may be delegated to a Board employee who is not a member of the OPP police service or to the DC.

Board Committees

Under CSPA ss.42(2) Board by-laws may govern the name, powers, duties, quorums appointments and composition of Committees, provided the Committee is composed of at least two members of the Board and any number of additional members¹², as long as a majority of the Committee is composed of Board members.

Board Meetings

Open Meetings

CSPA ss.44(1) requires that before holding a meeting, the Board must consider whether to close the meeting or part of the meeting to the public, based on the closed meeting subject matter list (below).¹³ All open Board meetings shall open with a reading of the current Land Acknowledgement approved under Council's Land Acknowledgement Guidelines.

CSPA s.43 requires the Board to hold at least four meetings each year and provides that:

- a majority of Board members constitutes a quorum;
- unless closed under s.44, meetings must be open to the public.;
- meeting minutes must be taken whether the meeting is open or closed;
- subject to prescribed requirements, open meeting notices must be posted on the internet at least seven days before the meeting, except in extraordinary circumstances and must include the proposed meeting agenda and either the public meeting minutes of the most recent open Board meeting or instructions on how the public may access such minutes.

Closed Meetings

Board Pre-Meeting Consideration - See above

If all or part of a meeting is closed a resolution must pass stating that the meeting is wholly or partially closed to deal with one or more of the subjects listed in CSPA ss.42(2)/(3)/(6) and in the case of a closed

¹² CSPA ss.42(5) provides that an individual is not eligible to be an additional member of a Committee if they would not be eligible to be a member of the Board.

¹³ CSPA ss.44(2) and (3))

training/education meeting under ss.44(6) express reference should be made to the general nature of its subject-matter and that it is to be closed under that subsection.

Closed Meeting Subject Matter

- CSPA ss.44(2) – one or more of:
 - the security of the Board property;
 - personal matters about an identifiable individual, including members of the OPP police service or any Board employee;
 - a proposed or pending acquisition or disposition of land by the Board;
 - personnel or employee matters;
 - litigation or potential litigation affecting the Board, including matters before administrative tribunals;
 - advice that would be inadmissible in a court by reason of any privilege under the law of evidence, including communications necessary for that purpose;
 - information explicitly supplied in confidence to the Board by Canada, a province or territory or a Crown agency of any of them, a municipality or a First Nation;
 - a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the Board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
 - a trade secret or scientific, technical, commercial or financial information that belongs to the Board and has monetary value or potential monetary value;
 - a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the Board;
 - information that section 8 of the *Municipal Freedom of Information and Protection of Privacy Act* (“MFIPPA”) would authorize a refusal to disclose if it were contained in a record;
 - an ongoing investigation respecting the Board; or
- MFIPPA under CSPA ss.44(3) - subject matter to be considered is a MFIPPA request;
- Educational or Training Sessions under CSPA ss.44(6) - purpose is Board/Committee educating or training and at the meeting and the agenda does not include other open items which would, if considered, materially advances the business or decision-making of the Board/Committee on that matter.

Closed Meeting Confidentiality

Under CSPA ss.44(4) and (5), unless disclosure is authorized by resolution, the Board/Committee members must keep any matter considered in a closed meeting confidential, including by keeping confidential any information obtained for the purpose of considering the confidential matter, except:

- to comply with an inspector exercising their powers or duties under the CSPA;
- as required in connection with the administration of the CSPA, the *Special Investigations Unit Act, 2019* or regulations; or
- as may be required for a law enforcement purpose or as otherwise required by law.

Meeting Service Standards (See Board Policy D3(j))

Board Policy D3(j) provides guidelines to ensure, as a matter of governance best practices and CSPA compliance, the consistent and timely completion of the steps necessary to prepare for closed and open Board meetings, circulate meeting materials and carry out post-meeting tasks and follow up. These service standards are guidelines to be used by the Executive Assistant and the Board to develop actual task deadline dates each month (based on schedules, weekends and other considerations) in a format substantially similar to the example monthly service standards deadlines attached as Appendix “A” to the Policy.

Board Rules and Procedures (See Board By-Law 001-2024)

CSPA s.46 requires the Board to establish its own rules and procedures in performing its duties under the CSPA and the regulations, subject to any regulations made by the Minister. Part III of the *Legislation Act, 2006* does not apply to such rules and procedures.

Board Executive Assistant (See Board Policy D3(k))

The Board's Executive Assistant plays a key role in Board organization, governance and compliance. This Policy provides hiring guidelines, job description and a sample contract for consideration by the Board in relation to hiring and performance reviews.

Protection from Personal Liability - CSPA s.48

– see under Liability below

Board May Contract, Sue and be Sued CSPA s.49

– see under Liability below

Elections and Political Activity (See Board Policy D3(b))

Municipal Elections Act (the “MEA”)

Section 88.18 of the MEA provides that, before May 1st in the year of a regular election, a “local board” shall establish rules and procedures with respect to the use of board resources during the election campaign period. Local board is defined as a local board defined in the *Municipal Affairs Act* which in turn defines local board to mean:

“...a school board, municipal service board, transportation commission, public library board, board of health, police service board, planning board, or any other board, commission, Committee, body or local authority established or exercising any power or authority under any general or special Act with respect to any of the affairs or purposes, including school purposes, of a municipality or of two or more municipalities or parts thereof;”

While the Board is not a “police service board” as defined under the CSPA and is arguably not otherwise included in the above definition of “local board”, under **Board Policy D3(b)** the Board has decided to voluntarily comply with the provisions of s.88.18 as a matter of good governance.

CSPA

Police Service Members

Under CSPA s.86 no police officer who is a member of a police service maintained by a police service board shall engage in political activity, except as permitted by the regulations. This section, on its face, applies to Non-OPP police service members and in any event, does not apply to any type of board members.

The political activity of Non-OPP police services is dealt with under O. Reg. 402/23 (Part II – s.3-s.11). The political activity of OPP police services is dealt with under O. Reg. 402/23 (Part III – s.12) as follows:

“12. No member of the Ontario Provincial Police shall contravene or fail to comply with any provision in Part V (Political Activity) of the *Public Service of Ontario Act, 2006*.”

Board Members

The above CSPA provisions do not expressly require OPP detachment boards or police service boards to comply with Part V of the PSAO, however, the application of the PSAO requires further consideration to confirm inapplicability to the Board.

PSAO

Part V of the PSAO sets out the rules and restrictions for engaging in political activity applicable to “public servants”, defined in ss.2(2) of the PSAO as:

- “1. Every person employed under Part III.
2. The Secretary of the Cabinet.

3. Every deputy minister.
4. Every employee of a public body.
5. Every person appointed by the Lieutenant Governor in Council, the Lieutenant Governor, or a minister to a public body.” *Underlining added*

Items 1-3 above are not applicable. With respect to items 4 and 5, a “public body” is defined in clause 8(1.1)(aa) of the PSAO as entities prescribed as public bodies by the regulations under the PSAO (see O. Reg. 146/10)). These regulations do not prescribe police services boards or OPP detachment boards as public bodies and therefore PSAO rules and restrictions applicable to political activity do not apply to such boards. . As a result, Board members and staff are not “public servants” and are therefore not subject to PSAO election rules and procedures.

Conclusions Relating to Political Activity

Even though Board members are not subject to PSAO election rules and procedures, the Board has decided to voluntarily comply with the municipal elections requirements of the MEA and therefore **Board Policy D3(b)** establishes rules and procedures with respect to the use of Board resources during a municipal election campaign period. While not subject to the political activity requirements of the CSPA and the PSAO, the Board has determined that it is desirable to also include in **Board Policy D3(b)** requirements to cover the political activity of Board members/staff more generally having regard to the member conduct rules in the Code of Conduct (O. Reg. 409/23) (the “Code”) using certain provisions of the PSAO as a guideline.

Conflict of Interest (See Board Policy D3(d))

CSPA ss.11(1) requires that adequate and effective policing for which the Commissioner is responsible (not the Board per CSPA s.10) be delivered in accordance with a prescribed standard with respect to the avoidance of conflicts of interest monitored by the Inspector General.

This prescribed standard is contained in O. Reg. 401/23¹⁴ and applies to members of a “police service” (including an OPP detachment), but does not directly apply to Board members other than through the regulation’s definition of “potential institutional conflict”. This definition defines a situation in which a member of a municipal or OPP police service must take action or make a decision in relation to criminal conduct alleged/reasonably suspected to have been committed by, or against, a list of people which includes Board members.

The conflict of interest requirements applicable to the conduct of OPP detachment boards are set out in the Code of Conduct regulation (O. Reg. 409/23) (see below).

Under ss.12(1) of O. Reg. 401/23 the avoidance of actual institutional conflicts and personal conflicts in the provision of policing functions is prescribed for the purposes of clauses 38 (1) (g) and 60(1)(f) of the CSPA which means the Minister must prescribe any conflict of interest policy that would be applicable to the conduct of OPP detachment board members specifically apart from the conflicts provisions in the Code of Conduct regulation. To date, there are none.

Note also that to the extent the Board is a “local board” as defined in the Municipal Conflict of Interest Act (“MCIA”), the MCIA applies to the Board. Through **Board Policy D3(d)** the Board has voluntarily assumed this is the case for purposes of voluntarily adopting the MCIA requirements as a matter of good governance.

Code of Conduct (See Board Policy D3(c))

CSPA ss.67(4) provides that every Board member shall comply with the prescribed Code of Conduct. This prescribed Code of Conduct is contained in O. Reg. 409/23¹⁵ which includes conflict of interest requirements applicable to the conduct of OPP detachment boards (s.17-22).

Pursuant to its policy-making authority under CSPA s.69, the Board has included these (and other conflicts requirements in **Board Policy D3(c)**.

¹⁴ Under the previous legislation (the *Police Services Act*) there was no stand-alone conflict of interest standard for delivering policing functions.

¹⁵ CSPA regulations prescribe a number of separate codes of conduct for different police services and boards. O. Reg. 409/23 is the Code applicable to OPP detachment boards.

OPP Police Service Member and Board Member Liability

OPP Police Service Member Liability

Under CSPA ss.63(1) the Ontario Crown is liable for the acts or omissions of OPP police service members committed in the course of their employment.

Indemnification

Under CSPA ss.63(2) the Minister of Finance may indemnify a member of the OPP police service for reasonable legal costs incurred,

- in the defence of a civil proceeding, if the member is not found to be liable;
- in the defence of a criminal prosecution, if the member is found not guilty; or
- in respect of any other proceeding in which the member's manner of execution of their police duties was an issue, if the member is found to have acted in good faith.

Indemnification may be provided in a collective agreement, except for the legal costs of a member who is found guilty of a criminal offence and, if the agreement provides for such an indemnification, CSPA s.63(2) does not apply. Rather, the Minister of Finance shall indemnify members in accordance with the agreement.

Board and Board Member Liability

Board

CSPA ss.67(5) provides that the Board is not liable for the acts or omissions of members of the OPP police service committed in the course of their employment. The Board is, however, liable for the acts/omissions of its members (CSPA ss.48(2) below).

Board Member and the Board

Under CSPA ss.48(1) no action or other proceeding can be instituted against a Board member for any act done in good faith in the execution, or intended execution, of any duty imposed or power conferred by the CSPA, the regulations or the Board's by-laws, or for any alleged omission in the execution in good faith of that duty or power.

However, the Board itself is not relieved of liability for such acts or omissions. Rather, under ss.48(2) the Board is liable as if ss.48(1) had not been enacted and as if the impugned member were a Board employee.

Board Member Capacity to Contract, Sue and be Sued

Under CSPA s.49 the Board may contract, sue and be sued in its own name, however, Board members are not personally liable for the Board's contracts.

Board Insurance

The Board was originally advised that because it is no longer a "local board" under the Municipal Act effective April 1, 2024, Orangeville's municipal insurer considers Board insurance coverage "beyond its risk appetite". The following analysis was prepared by the Board Vice-Chair.

It appears that insurers are just not interested in taking on the potential open-ended risk of insuring potential board liability (for breach of contract damages, privacy issues etc. arising out of board decisions). Boards have no assets, so insurance may be the only source of funds for an otherwise judgment-proof entity like a board. Insurers are also concerned about arguments that the Ministry, if added to litigation as a party, may seek to claim back any of its assigned liability onto a board insurance policy...a bit of a conflation, but potentially possible.

To be clear the insurance issue relates to board insurance not board member insurance. Board members are clearly protected against liability claims under CSPA s.48(1) as long as no bad faith is found. The concern for members may be that the board "entity veil" created under s.48 could be somehow pierced in a claim against the board as a whole to hold individual members liable as the deeper pockets. Unlikely, but possible?

There is also the issue of whether (like municipal-appointed council members to the board who are (and remain) covered under a municipality's insurance as council members) municipal-appointed community members would also be covered. If so, this would go a long way to eliminating any residual concerns these municipal-appointed board members may have about serving on a board that has no direct insurance coverage. Insurers are investigating this point. Of course, this would exclude provincial appointees to a board, but they are a more direct responsibility of the Ministry and may remain an unresolved issue unless the Ministry takes steps.

This is a curious case of the Ministry and insurance industry needing to communicate. While one may correctly say that the risk to board members is low, we all know how innovative lawyers are in bringing claims. I think to the extent this

situation was created by a Ministry policy decision, it may need review, or at least disclosure. If the Ministry's position truly is that OPP detachment board insurance is a matter between boards and their municipal councils, there needs to be recognition of the impact of boards having no insurance and how that plays out under the CSPA across the province.

Eventually the OAPSB created a group insurance option for its members and the Board obtained insurance through that option.

Board Records (See Board Policy D3(g))

It is the policy of the Board to provide for the retention, preservation and destruction of its records as required under the Municipal Act, 2001 and to provide public access to such records in accordance with the MFIPPA through:

- Board By-Law 002-2025, with respect to the retention, preservation and destruction of Board records; and
- an Amended and Restated Archival Services Agreement dated September 15, 2020, as amended effective April 1, 2024, between the Board and the Town of Orangeville under which,
 - the Town has been appointed the archive service provider of Board records; and
 - the Board's powers and duties under MFIPPA with respect to Board records are delegated to the Town.

Role of the Board and Duties of DC

Role of the Board

CSPA ss.68(1) sets out the role of the Board as follows:

- consult with the Commissioner regarding, and otherwise participate in, the selection of the DC in accordance with regulations **(see Board Policy D3(l))**;
- in consultation with the DC, determine objectives and priorities for the detachment, not inconsistent with the Minister's Strategic Plan;
- advise the DC with respect to policing provided by the detachment;
- monitor the performance of the DC **(see Board Policy D3(l))**;
- review the reports from the DC regarding policing provided by the detachment; and
- on or before June 30 in each year, provide an annual report to the municipality regarding the policing provided by the detachment in the municipality **(see Board Policy D3(r))**.

Under CSPA ss.68(4) and (5) in exercising its functions, the Board must consider the most recent Dufferin County Community Safety and Well-Being Plan adopted by the Dufferin County Council. In addition, the Board must comply with any prescribed standards with respect to the exercise of its powers and the performance of its duties under the CSPA.

Board Annual Report

Under CSPA ss.68(1)(f) the Board is required to provide an annual report to Orangeville Town Council regarding the policing provided by the Dufferin Detachment of the OPP in our community.

This report is composed of two parts:

- **Part 1** - any local initiatives that the Board has prioritized in consultation with the DC, including, for example, budgeting and community engagement activities of the Board, Crime Information described in **Board Policy D3(n)** not included in Part 2 (below) and any additional information Town Council has requested be included in the report, including:
 - the latest Board Action Register showing Board projects and status; and
 - the latest Board General Service Standards Workplan in the form attached to **Board Policy D3(t)** as Appendix "A".
- **Part 2** - an operational portion which includes provincial and local information on policing provided by the Ministry, the OPP and the DC consisting of the following:
 - a copy of the most recent Strategic Plan issued by the Minister under CSPA s.61;
 - a copy of the most recent Regional Action Plan prepared by the OPP and a copy of the Local (Dufferin) Action Plan prepared by the DC in consultation with the Board under CSPA s.70;

- a copy of the most recent annual Progress Report prepared by the Dufferin Detachment of the OPP relative to the most recent Local Action Plan (see also **Board Policy D3(p)** and **Board Policy D3(r)**);
- copies of the DC's quarterly reports received by the Board at its meetings;
- a copy of the OPP Commissioner's Annual Report issued under CSPA s.58; and
- a copy of **Board Policy D3(q)** Relevant Reports Required under the CSPA to permit Town Council to request the Board to provide any additional CSPA report available to the public.

To the extent the latest Regional/Local Action Plan/Progress Report is not available from the DC by June 30th in any year, the Board should, nevertheless, prepare and submit the most recent available copy of such document with an explanation for the delay, a partial Annual Report to Town Council containing whatever Part 2 information is available and an undertaking to forward any missing Part 1 information when received by the Board in final form from the DC. The most recent Board Annual Report is included in **Schedule B**.

Local Policies of the Board (See Board Policies D3(a) – (w))

CSPA ss.69(1) and (2) provide that the Board may, after consultation with the DC, establish local policies with respect to policing in the community. Under ss.69(2) these local policies:

- must not be inconsistent with;
 - the Strategic Plan prepared by the Minister under CSPA s.61;
 - any policies established by the Minister under CSPA s.60;
 - any procedures established by the Commissioner, or
 - the Local Action Plan prepared by the DC under CSPA s.70;
- must not relate to specific investigations, the conduct of specific operations, the management or discipline of specific police officers or other prescribed matters;
- must not require a member of the OPP to do something, or refrain from doing something, inconsistent with his or her duties under the CSPA or the regulations;
- must not prohibit a member of the OPP from attempting to collect information for the purpose of investigating an offence or assisting with the prosecution of an offence;
- must not require a member of the OPP to provide any policing that is not required as a component of adequate and effective policing; and
- must comply with any prescribed requirements.

CSPA ss.69(3) requires the DC to ensure, subject to non-compliance below, that the detachment provides policing in accordance with the Board's local policies. Under CSPA ss.69(7) the Board must publish its local policies on the internet.

Under CSPA ss.69(4) if the DC believes that a local policy of the Board does not comply with ss.69(2) the DC must:

- inform the Board, in writing, of the reasons why the DC believes such non-compliance exists; and
- comply with the disputed local policy only if directed to do so by the Commissioner under CSPA ss.69(5) and (6) which
 - permit the Board to apply to the Commissioner to review the DC's decision and reasons and,
 - following any submissions from the Board, require the Commissioner to provide the Board and the DC with reasons for providing or not providing directions to the DC regarding the disputed local policy.

The Board's local policies are all listed below in section 12.

DC Duties

General

Under CSPA ss.68(2) and (3) the DC must provide the Board with reports regarding policing provided by the detachment at the Board's request and may delegate any of the DC's powers and duties with respect to the Board to another person in writing, subject to any limitations, conditions or requirements set out in the delegation.

In addition, the DC has the following duties under the CSPA:

- s.70 preparation of Local Action Plan; and
- ss.69(3) ensures detachment complies with local policies of the Board, subject to ss.69(4), (5) and (6).

DC's Local Action Plan (See Board Policy D3(p) and Board Policy D3(r))

General

CSPA s.70 requires the DC to prepare and adopt (and review/revise at least every four years or where there is an amendment to the Minister's s.61 Strategic Plan) a local Action Plan for the provision of policing in the community. This Local Action Plan is informed by the OPP's Regional Action Plan and must be in accordance with any prescribed regulations and must address at least the following matters:

- how adequate and effective policing will be provided in the community served by the detachment, in accordance with the needs and diversity of the community;
- the objectives and priorities for the detachment determined by the Board and such other objectives and priorities determined by the DC;
- quantitative and qualitative performance objectives and indicators of outcomes relating to:¹⁶
 - the provision of community-based crime prevention initiatives, community patrol and criminal investigation services;
 - community satisfaction with the policing provided;
 - emergency calls for service;
 - violent crime and clearance rates for violent crime;
 - property crime and clearance rates for property crime;
 - youth crime and clearance rates for youth crime;
 - police assistance to victims of crime and re-victimization rates;
 - interactions with persons described below;
 - road safety; and
 - any other prescribed matters.
- interactions with;
 - youths;
 - members of racialized groups; and
 - members of First Nation, Inuit and Métis communities.
- Interactions with persons who appear to have a mental illness or a neurodevelopmental disability.

Consultations

Under CSPA ss.70(2) the Local Action Plan must provide an overview of the consultations that were conducted by the DC under CSPA ss.70(3) below and state whether and, if applicable, how the needs and concerns regarding policing identified during the consultations have been addressed by the Local Action Plan. CSPA ss.70(3) requires the DC to consult the following stakeholders in preparing or revising the local Action Plan:

- the Board;
- Town Council (and other municipal councils served by the detachment);
- the band councils of any First Nations that receive policing from the detachment;
- groups representing diverse communities in the area that receives policing from the detachment;
- school boards, community organizations, businesses and members of the public in the area that receives policing from the detachment; and
- any other prescribed persons, organizations or groups.

¹⁶ These and the "interactions" bullets are identical to the Minister's Strategic Plan requirements under CSPA s.61.

Considerations

CSPA ss.70(4) requires the DC to consider the following, at a minimum, in preparing or revising the Local Action Plan:

- the results of the consultations conducted under CSPA ss.70(3);
- any community safety and well-being plans adopted by the municipalities or First Nations that receive policing from the detachment; and
- the needs of members of diverse communities in the area that receive policing from the detachment, including the needs of members of racialized groups and of First Nation, Inuit and Métis communities.

Submission of Draft

Under CSPA ss.70(5) and (6) the DC must submit a draft of the new or amended Local Action Plan to the Board before it is finalized and allow the Board to make comments on the draft within 60 days after receipt. The DC must consider the Board's comments on the draft, if any, and revise the Local Action Plan if the DC determines it to be appropriate. At this time the Board will share the draft with Town Council to obtain Council's input prior to responding to the DC.

Final Local Action Plan

The final Local Action Plan must be published on the internet in accordance with any regulations made by the Minister. The most recent Central Region Action Plan and Local Action Plan are included in [Schedule B](#).

Progress Reports

It is the DC's practice to issue Action Plan Progress Reports annually to provide updates on the latest Local Action Plan to the community. These Progress Reports are included in the Board's Annual Report to Town Council ([see Board Policy D3\(r\)](#)). The most recent Progress Reports are included in [Schedule B](#).

OPP Police Service and Board Funding

OPP Police Service Funding

CSPA s.64 provides that an OPP-policed municipality shall pay the Minister of Finance for policing, court security and other services (per CSPA s.65) provided by the Commissioner, in the amount and manner set out in the regulations.

O. Reg. 413/23 deals with the amount of OPP police service funding. Subject to s.5 and s.6 of the regulation, the amount a municipality must pay the Minister of Finance pursuant to CSPA ss.64(1) during a target year is the amount determined in accordance with the detailed steps set out in s.4 of the regulation.

Board Funding

Estimates

CSPA ss.71(1) and (2) require the Board to prepare estimates, in accordance with the regulations made by the Minister, of the total amount that will be required to pay the Board's operational expenses, other than the remuneration of Board members.¹⁷ The Board must submit such estimates to Town Council, along with a statement of the Town's share of the costs, which are to be determined in accordance with such regulations (see O. Reg. 135/24).

Budget Contribution

CSPA ss.71(3) requires the Town, subject to arbitration of any dispute, to contribute its share of the costs of the Board's operational expense budget in accordance with the submitted estimates.

Arbitration in Case of Dispute

Under CSPA ss.71(4) if the Town is not satisfied that the total amount set out in the estimates is required to pay the Board's operational expenses, it may give the Board written notice referring the matter to

¹⁷ Regular Board Remuneration (O. Reg 135/24) - The Town is responsible to set the amount of and pay all Board member remuneration regardless of the member's appointing body.

Special Board Remuneration ([See Board Policy D3\(i\)](#)) - In addition to the regular remuneration paid to Board members by the Town, [Board Policy D3\(i\)](#) sets out the amount and process applicable to the approval and payment of special remuneration and expenses to Board members and staff for special meetings and assigned work/special projects.

arbitration. Under CSPA ss.71(7) and (8) the Board and the Town may jointly appoint an arbitrator within 60 days after the Town's notice and if such joint appointment does not take place, the Board or the Town may apply to the Chair of the Arbitration and Adjudication Commission to appoint an arbitrator.

Joining Arbitration

CSPA ss.71(5) and (6) allow the other municipalities that receive policing from the detachment to join the arbitration as a party. If the other municipalities do not join the arbitration, they may not separately commence a different arbitration with respect to the estimates.

Inspector General of Policing (CSPA Part VII)

CSPA s.102 provides for the appointment of an Inspector General of Policing¹⁸ and one or more deputy Inspector Generals whose duties with respect to OPP detachment and other police boards, chiefs of police, the OPP Commissioner and other policing providers include:

- monitoring and conducting inspections to ensure CSPA compliance and avoidance of misconduct;
- consulting with and advising on CSPA compliance;
- developing, maintaining and managing records and conducting research and analyses regarding CSPA compliance;
- dealing with complaints under CSPA s.106 and s.107 and with disclosures of misconduct under CSPA s.185; and
- submitting an annual report to the Minister under CSPA s.103 that addresses at least:
 - Inspector General activities, including, inspections conducted, complaints under s.106 and s.107, notifications sent to the Complaints Director or the SIU Director, directions issued under s.125 and measures imposed under s.126;
 - the compliance of police service boards, O.P.P. detachment boards, First Nation O.P.P. boards, chiefs of police, special constable employers, police services and prescribed policing providers with the CSPA and regulations; and
 - any other prescribed matters.

Part VII CSPA Complaints

Part VII CSPA s.106 and s.107 Complaints to Inspector General (See Board Policy D3(m))

Misconduct Complaints Against a Board Member

CSPA s.106 deals with complaints of misconduct against Board members which may result in an investigation/inspection by the Inspector General and suspension of a member's participation in Board matters pending the outcome and sanctions ordered against the member if misconduct is found (see CSPA Part VII).

Policing Adequacy and Effectiveness Complaints and Complaints about Board Compliance/Policies

CSPA s.107 deals with complaints regarding:

1. the adequacy and effectiveness of policing provided under the CSPA;
2. a failure by the Board or Commissioner to comply with the CSPA, other than misconduct, including a systemic failure;
3. the policies of the Board; or
4. the procedures established by the Commissioner.

Under ss.107(5) if there appear to be grounds to believe that the matter complained of warrants investigation, the Inspector General must investigate the matter, inform the complainant about the investigation and keep them apprised of the steps taken to resolve the complaint.

Under CSPA ss.107(6) if the complaint does not relate to the matters referred to in clause 1 or 2 above, and if the complaint relates to the policies or procedures referred to in clauses 3 and 4 above the Inspector General shall forward the complaint to the Minister and to the Board (if the complaint relates to the Board's procedures) and inform the complainant of the decision and of the persons or bodies that the complaint has been forwarded to.

¹⁸ Replacing the Ontario Civilian Police Commission (OCPCC) subject to transition provisions of CSPA s.216

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Under CSPA s.108, if, rather than making the complaint to the Inspector General, a complaint under s.106 or s.107 is received directly by the Board or Board member, the Commissioner or police service member, the complaint must be forwarded to the Inspector General ~~and the Board must then inform the person who made the complaint that the complaint has been forwarded, and provide the person with information about the role of the Inspector General – see Board Policy D3(m) for procedure.~~

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Under CSPA s.122, once an investigation has commenced the Inspector General may direct a Board member to decline to exercise their powers or perform their duties as a Board from the outset of an investigation into the member's conduct until the earlier of:

- the day the member receives notice from the Inspector General that no further action will be taken in respect of the investigation; and
- the day the Inspector General exercises a power under CSPA s.124 as a result of the investigation, subject to the appointment of additional Board members by the Inspector General as may be required to maintain quorum and conduct Board business.

Once a complaint investigation is completed the Inspector General must issue a report and may, upon notice, impose measures and/or issue directions in accordance with CSPA s.124 - s.129.

Part X CSPA Complaints

Complaints Director of the Law Enforcement Complaints Agency (Part VIII) (See Board Policy D3(m))

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Public Complaints against police service members are dealt with separately (from CSPA s.106/s.107 complaints) by the Complaints Director under CSPA Parts VIII – X (see below).

CSPA Part VIII establishes the Law Enforcement Complaints Agency¹⁹ headed by the Complaints Director appointed under CSPA s.131 to deal with public complaints made to the Complaints Director against police service members under CSPA Part X and to implement programs and services to assist members of the public in making such complaints. Before commencing any complaint review/investigation the Complaints Director must notify the Inspector General. The Complaints Director must publish an annual report posted on the internet.

¹⁹ Formerly known as the Ontario Independent Police Review Director (OIPRD) subject to transition provisions of CSPA s.216

Ontario Police Arbitration and Adjudication Commission (Part IX) (See Board Policy

CSPA Part IX establishes the Ontario Police Arbitration and Adjudication Commission²⁰ to facilitate the maintenance of one or more registers of arbitrators available for appointment to conduct arbitrations under CSPA Part XIII and hold hearings elsewhere under the CSPA.

See also O. Reg. 403/23.

Part X Public Complaints (Part X) (See Board Policy D3(m))

CSPA Part X deals with public complaints made to the Complaints Director against police service members identified under CSPA s.152 (police officers, special constables employed by the Niagara Parks Commission and peace officers in the Legislative Protective Service).

Under CSPA Part X s.155, if, rather than making the complaint to the Complaints Director, a complaint is received directly by the Board or member of the Board, the Commissioner or police service member, the complaint must be forwarded to the Complaints Director and the complainant must be informed that the complaint has been forwarded and provided with information about the role of the Complaints Director.

. Under CSPA s.174 the Complaints Director must notify the Inspector General of any matter referred to under CSPA ss.106(1) or ss.107(1) that is raised in a complaint or during an investigation under Part X.

Ontario Police Arbitration and Adjudication Commission (Part IX) (See Board Policy D3(m))

CSPA Part IX establishes the Ontario Police Arbitration and Adjudication Commission²¹ to facilitate the maintenance of one or more registers of arbitrators available for appointment to conduct arbitrations under CSPA Part XIII and hold hearings elsewhere under the CSPA.

Relevant Reports Required under the CSPA (See Board Policy D3(g))

Reports to be Obtained and Received on Request of the Board

- CSPA s.9 report to Minister on personal information collection under s.5 and regulations.
- CSPA ss.58 Annual Report of the Commissioner to the Minister and posted on the internet by June 30 that addresses at least:
 - the implementation of the Minister's Strategic Plan and the achievement of the performance objectives identified in the Strategic Plan;
 - the affairs of the OPP; and
 - any other prescribed matters.
- CSPA s.61 Minister's Strategic Plan;
- CSPA s.103 Inspector General Annual Report ~~of the Inspector General~~ to the Minister ~~and~~ posted on the internet by June 30:
- Ss.107(8) report of the Minister to the Inspector General following the Minister's review of a complaint received by the Minister under ss.107(6) regarding the Minister's policies or the procedures established by the Commissioner and report back to the Inspector General about any steps taken in response to the complaint.
- S.111-128 Inspection Reports to the Inspector General.
- Complaints Director
 - Ss.132(1)(c) Statistical Report for the purpose of informing the evaluation, management and improvement of policing in Ontario and the management of public complaints under Part X;
 - S.133 Systemic Review Reports, recommendations and responses;
 - S.144 Annual Report to the Minister on the affairs of the Law Enforcement Complaints Agency,all to be posted on the internet.
- Local Action Plan Progress Reports issued annually by the DC to provide updates to the Board and the community on the latest Local Action Plan.

Reports to the Board

- CSPA ss.68(1)(e)/68(2) DC reports to the Board, as requested, regarding the policing provided by the detachment.

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Reports Prepared by, or in Consultation with, the Board

- CSPA ss.68(1)(f) Board Annual Report to the Town by June 30 regarding the policing provided by the detachment.
- CSPA s.70 DC Local Action Plan (at least every four years or where there is an amendment to the Minister's Strategic Plan) in consultation with the Board and other stakeholders – see Duties of DC above.
- CSPA ss.107(7) reports of the Board to both the Inspector General and the Minister following the Board's review of a complaint received by the Board under ss.107(6) relating to Board policies or procedures, advising the Inspector General and the Minister about any steps taken in response to the complaint.
- CSPA s.122 directions from Inspector General requiring a Board member to decline to exercise their powers or perform their duties or appointing additional Board members to meet quorum in conjunction with an investigation under Part VII (see above).

Community Safety and Well-Being Plan

- CSPA s.254 provides that a municipality that has adopted a community safety and well-being plan shall, in accordance with the regulations made by the Minister, if any, monitor, evaluate and report on the effect the plan is having, if any, on reducing the prioritized risk factors and post the report on the internet.
- A community safety and well-being planner (Town of Orangeville) shall report to the Minister as required. See section 11 below.

5. GRANT WRITING (See Board Policy D3(v))

The Ministry provides grants, primarily to police services, in collaboration with community partners, in support of local and provincial community safety priorities. The Board collaborates with the Dufferin County OPP and local community partners to apply for grants that align with local community safety priorities. **Board Policy D3(v)** provides guidance to Board staff and members to ensure the efficient application process for appropriate grants and required follow-up reports and to establish, record and maintain the Board's institutional experience and process in relation to grant writing.

6. BOARD RELATIONSHIP WITH TOWN COUNCIL AND THE PUBLIC

Town Council, the Board, the DC, and the public each have a role to play as community stakeholders. In the best interests of public safety each stakeholder must appreciate their respective responsibilities.

The Board and the DC work together, with appropriate Town Council consultation and public transparency, to ensure the Town's policing needs are met and that public input is properly considered and recognized. **See Board Policy D3(f).**

The Town is responsible for funding²² the provision of adequate police services in accordance with the needs of the community and the Board is responsible for police services oversight. These roles are linked, but operate independently. It is important for Town Council and the Board to understand and respect each other's roles, and to work collaboratively to ensure they both have the best information possible to discharge their respective duties.

As noted above, Board appointments by Town Council under CSPA s.33 and s.67 are also governed by the Town's Committee Policy.

7. BOARD RELATIONSHIP WITH THE DC ²³

²⁰ Formerly known as the Ontario Police Arbitration Commission (OPAC) subject to transition provisions of CSPA s.216

²¹ Formerly known as the Ontario Police Arbitration Commission (OPAC) subject to transition provisions of CSPA s.216

²² O. Reg. 413/23; CSPA s.64 and s.71

²³ Based on OAPSB Handbook Version 2013-1

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The Board is the link between the community and the DC. The relationship between Board members and the DC should be professional and collegial, characterized by:

- Common purpose; different roles;
- Respect for each other's abilities to work toward the common purpose by fulfilling their respective roles;
- Cooperative interaction, including a free-flowing sharing of relevant, timely information; and
- Collaborative development of strategic policies, protocols and plans

It is **not** appropriate for the relationship between Board members and the DC to be characterized by:

- Cheerleading;
- Blind trust, or mistrust;
- Acrimony;
- Subservience; or
- Apathy.

Board members remain Board members outside of formal meetings. Relations and activities outside formal Board processes must be consistent with established expectations, including relationships with the DC and Board policies on official spokesperson and Code of Conduct (**see Board Policy D3(f) and Board Policy D3(c)**).

8. ONTARIO ASSOCIATION OF POLICE SERVICES BOARDS²⁴

General

The OAPSB is an organization dedicated to providing Ontario's municipal police service boards and OPP detachment boards with training and guidance in connection with the governance and statutory compliance requirements associated with their police services oversight responsibilities. OAPSB governance and management principles are set out in the OAPSB Policy Manual available on the OAPSB website (<https://oapsb.ca/>). Resources provided by the OAPSB to its membership include:

- OAPSB OPP Handbook
- OAPSB Resource Handbook for Policing Board Secretaries
- Others?

These documents are essential reading for all Board members.

Zones

Under the OAPSB by-laws, member boards are organized into the following geographical "Zones":

- Zone 1 (north-west)
- Zone 1A (north)
- Zone 2 (east)
- Zone 3 (central-east)
- Zone 4 (south-east)
- Zone 5 (central-west)
- Zone 6 (south-west)

Each Zone is comprised of member boards residing in that geographic area which hold periodic (normally quarterly) Zone meetings. The purpose and mandate of the Zones is to provide a forum for discussion, information sharing and education. The Board is a member of Zone 5.

9. JOINT MEETINGS OF DUFFERIN COUNTY OPP DETACHMENT BOARDS

The four OPP detachment boards in Dufferin County also have periodic meetings hosted by the boards in rotation. Like the Zone meetings, the purpose and mandate of these joint meetings is to provide a forum for discussion, collaboration and information sharing and education.

²⁴ Name change under consideration given CSPA board name changes to reflect inclusion of OPP detachment boards

10. MINISTRY OF COMMUNITY SAFETY AND CORRECTIONAL SERVICES

The Ministry Of Community Safety and Correctional Services is the Ministry in the Government of Ontario responsible under the CSPA and other legislation for public security, law enforcement and policing, emergency management, correctional and detention centres/jails and organizations such as the OPP. Every police service board and OPP detachment board is assigned a Police Services Advisor to act as a liaison between the boards and the Ministry on CSPA matters.

11. COMMUNITY SAFETY AND WELL-BEING PLANS

Background

Pursuant to Part XVI of the CSPA (s.254), municipal governments are required to develop and adopt Community Safety and Well-Being Plans ("CSWB Plans") by working in partnership with a multi-sectoral advisory Committee. In June 2021, Dufferin County Council and all 8 lower tier municipalities (including Orangeville) adopted the Dufferin County Community Safety and Well-Being Plan (2021-2024).

CSPA ss.68(4) provides that in exercising its functions, the Board shall consider the Dufferin County CSWB.

O. Reg. 414/23 – Community Safety and Well-Being Plans – Publication and Review

Municipal Councils are required to publish their community safety and well-being plan on the Internet (or in any other manner or form desired) within 30 days after adopting it.

For purposes of CSPA ss.255 (1), a municipal council must review and, if appropriate, revise its community safety and well-being plan within four years after the day the plan was adopted and every four years thereafter.²⁵

A copy of the current Dufferin County CSWB Plan is attached as **Schedule A**.

12. OBJECTIVES, PRIORITIES AND GOVERNANCE OF THE BOARD (CSPA ss.68(1)(b))

To properly fulfill its role as an OPP detachment board, and its responsibilities under the CSPA and regulations the Board desires to:

- determine objectives and priorities for the detachment, not inconsistent with the Strategic Plan prepared by the Minister, after consultation with the DC or his or her designate;
- maintain a general statement of the current objectives and priorities of the Board in its oversight role; and
- establish/consolidate its governance principles, by-laws, protocols and local policies,

all with respect to police services in the Town. These principles, by-laws, protocols and policies are to include best practice governance principles and policies which relate to the Board's responsibilities as described above in this document under the CSPA and regulations.

In particular, the Board is aware of its consultation and transparency commitments to the DC, the Town and the public and recognizes that these commitments are essential to fulfilling its mandate.

1. Statement of Board Objectives and Priorities

As the Town's independent representative in police services administration and governance, the Board's job is to translate community values, needs and expectations into measurable guidance for the police service.

1A. Reports and Plans

The following reports and plans are attached as **Schedule B**:

- Latest Strategic Plan (CSPA s.61)
- Latest OPP Central Region Action Plan

²⁵ If the community safety and well-being plan was adopted before July 1, 2021, the first review and, if appropriate, revision of the plan must be completed before July 1, 2025, and subsequent reviews and revisions must be completed within every four years thereafter.

- Latest Dufferin OPP Detachment Local Action Plan (CSPA s.70)
- Latest Action Plan Progress Reports
- ~~Latest Commissioner Annual Report (CSPA s.58)~~
- Latest Board Annual Report to Council (CSPA s.68(1)(f))
- 2024-2027 Strategic Plan Issued by the Ontario Inspectorate of Policing
- Latest Inspector General Annual Report (CSPA s.103)

2. Board By-Laws

The following Board by-laws are attached as **Schedule C**:

- By-Law 001-2024 – General Procedures
- By-Law 002-2025 – Records Retention and Destruction
- By-Law 003-2024 - A By-Law to Name the Board under O. Reg. 135/24

3. Board Policies/Protocols

The following Board policies/protocols are attached as **Schedule D**:

- Policy on Equal Opportunity, Discrimination And Workplace Harassment
- Policy on Election Campaign Work and Political Activity
- Policy on Code of Conduct
- Policy on Conflict of Interest
- Policy on Board Member Training and Education
- Policy on Media Relations and Public Transparency
- Policy on Freedom of Information and Protection of Privacy
- Policy on Covid Vaccination **DELETED**
- Policy on Special Meeting and Assigned Work Remuneration/Expense Reimbursement
- Policy on Meetings Service Standards Guidelines
- Policy on Board Executive Assistant – Hiring, Job Description and Performance Review Guidance
- Policy on DC Selection, Performance Review and Report (includes Schedule 1 and Exhibit "A")
- Policy on Complaints Procedures (CSPA Parts VII-X)
- Policy on Sharing Crime, Call and Public Disorder Analysis
- Policy on Board's Compliance with ASR s.29 - **DELETED**
- Policy on Strategic Plan, Local Action Plan Planning and Minister Policies
- Policy on Relevant Reports Required under the CSPA (Apr 1/24)
- Policy on Protocol for Information Sharing
- Policy on Police Services Quality Assurance Process - **DELETED**
- Policy on General Service Standards Guidelines
- Policy on Board Evaluation of the Adequacy and Effectiveness of Police Services (ASR s.37) - **DELETED**
- Policy on Grant Writing for Community Safety Programs
- ~~(w)~~ Policy on Intimate Partner Violence and Gender-Based Violence as a Community Priority

13. BOARD SERVICE STANDARDS GUIDELINES

To ensure that the Board is able to perform all of the tasks required in meeting its oversight obligations and complying with its governance protocols in a timely and consistent manner year over year the Board has developed policies setting out service standards guidelines for its meetings (**see Board Policy D3(j)**) and for general and specific project compliance (**see Board Policy D3(t)**).

14. OTHER DOCUMENTS/RESOURCES

The following additional documents/resources are available (to Board members and, other than confidential/in-camera materials, to the public) in relation to Board activities:

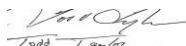
- Board Meeting Minutes
 - Regular Meetings - in-camera and public sessions (public minutes go to Town Council and are posted on Board website); and
 - Special In-Camera Meetings

- Board Action Register
- Board Workplan
- Amended and Restated Archival Services Agreement dated September 15, 2020, as amended effective April 1, 2024 (to be read in conjunction with By-Law No. 002-2025 governing the retention and destruction of Board records)
- OAPSB
 - i. Policy Manual – governance of the OAPSB
 - ii. OPP Handbook – a guide to help section 10 boards in the execution of their governance responsibilities
 - iii. OAPSB Resource Handbook for Policing Board Secretaries
- Zone 5 Meetings/Minutes
- Minutes of Joint Meetings of Dufferin County OPP Detachment Boards
- Town Committee Policy (Board appointments)

15. APPLICABLE LEGISLATION/REGULATIONS

- CSPA
- Relevant CSPA Regulations, including:
 - i. O. Reg. 399/23 – General Matters under Authority of Lieutenant Governor in Council
 - ii. O. Reg. 392/23 – General Adequate and Effective Policing
 - iii. O. Reg. 395/23 - Investigations
 - iv. O. Reg. 416/23 – Oath/Affirmation of Office
 - v. O. Reg. 403/23 – Arbitration and Adjudication Commission
 - vi. O. Reg. 402/23 – Political Activity
 - vii. O. Reg. 409/23 – Code of Conduct
 - viii. O. Reg. 401/23 – Conflicts of Interest
 - ix. O. Reg. 413/23 – OPP Police Service Funding
 - x. O. Reg. 414/23 - Community Safety and Well-Being Plans
 - xi. O. Reg. 135/24 – OPP Detachment Boards

Approved and ratified by the Board effective April 1, 2024; amended and ratified May 21, 2024; amended and restated January 21, 2025 and June 17, 2025.



Todd Taylor – Chair



Ian McSweeney – Vice-Chair



APPENDIX “A”

May 20, 2025. Service Standard Deadlines

Pre-Meeting (s.7)

- **Tues. Apr. 29**, - Chair circulates to the Executive Assistant and Vice-Chair and Board Members proposed in-camera and public session agenda topics and related materials and asks if there are any other agenda topics. (7.1)
- **Fri. May 2**, – Chair, Vice-Chair and Executive Assistant shall meet to discuss and finalize agenda topics and materials, as well as invited guests. (7.2)
- **Tues. May 6**, - Executive Assistant shall circulate to the Chair and Vice-Chair draft session agendas in standard format as close to final as possible, including draft notes with any questions. At that time the Executive Assistant shall include a proposed package of materials for each agenda indexed to each documents corresponding agenda item number. (7.3)
- **Thurs. May 8**, - Chair/Vice-Chair shall provide the Executive Assistant with their revisions/comments on the draft agendas in Word track changes format and shall include a revised indexed package of materials for each agenda incorporating any document additions/deletions or re-numbered indexing as appropriate based on agenda revisions. (7.4)
- **Tues. May 13**, - the Executive Assistant shall circulate to Members final meeting agendas and related packages of agenda materials, all in bookmarked PDF format (By-law s.P4). *As well, post agenda package for public meeting on Board website.* (7.5)

Post-Meeting (s.8)

- **Wed. May. 21**, - all invoices and special remuneration claims, the Executive Assistant shall forward such invoices and claims to the Town Clerk for payment. (8.1)
- **Thurs. May 22**, – Executive Assistant shall arrange for Chair and Executive Assistant to sign all public and in-camera meeting minutes approved at the meeting. (8.2)
- **Fri. May. 23**, - Executive Assistant shall forward the signed approved public minutes from previous month's meeting to the Town Clerk for distribution to Council and post on the Board's website. (8.3)
- **Mon. May 26**, - Executive Assistant shall provide the Chair and Vice-Chair with draft in-camera and public minutes of the meeting which are as close to final as possible, including draft notes with any questions. (8.4)
- **Wed May. 28** - Chair and Vice-Chair shall provide the Executive Assistant with their revisions to the draft minutes. (8.5)
- **Mon Jun. 2**, - the Executive Assistant shall provide the Chair and Vice-Chair with final drafts of the minutes to be included on the next appropriate meeting agenda for consideration/approval of the Board. (8.6)



APPENDIX “A”

June 17, 2025. Service Standard Deadlines

Pre-Meeting (s.7)

- **Tues. May. 27,** - Chair circulates to the Executive Assistant and Vice-Chair and Board Members proposed in-camera and public session agenda topics and related materials and asks if there are any other agenda topics. (7.1)
- **Fri. May 30,** – Chair, Vice-Chair and Executive Assistant shall meet to discuss and finalize agenda topics and materials, as well as invited guests. (7.2)
- **Tues. June 3,** - Executive Assistant shall circulate to the Chair and Vice-Chair draft session agendas in standard format as close to final as possible, including draft notes with any questions. At that time the Executive Assistant shall include a proposed package of materials for each agenda indexed to each documents corresponding agenda item number. (7.3)
- **Thurs. June, 5,** - Chair/Vice-Chair shall provide the Executive Assistant with their revisions/comments on the draft agendas in Word track changes format and shall include a revised indexed package of materials for each agenda incorporating any document additions/deletions or re-numbered indexing as appropriate based on agenda revisions. (7.4)
- **Tues. June 10,** - the Executive Assistant shall circulate to Members final meeting agendas and related packages of agenda materials, all in bookmarked PDF format (By-law s.P4). *As well, post agenda package for public meeting on Board website.* (7.5)

Post-Meeting (s.8)

- **Wed. June 18,** - all invoices and special remuneration claims, the Executive Assistant shall forward such invoices and claims to the Town Clerk for payment. (8.1)
- **Thurs. June 19,** – Executive Assistant shall arrange for Chair and Executive Assistant to sign all public and in-camera meeting minutes approved at the meeting. (8.2)
- **Fri. June 20,** - Executive Assistant shall forward the signed approved public minutes from previous month's meeting to the Town Clerk for distribution to Council and post on the Board's website. (8.3)
- **Mon. June 23,** - Executive Assistant shall provide the Chair and Vice-Chair with draft in-camera and public minutes of the meeting which are as close to final as possible, including draft notes with any questions. (8.4)
- **Wed June 25** - Chair and Vice-Chair shall provide the Executive Assistant with their revisions to the draft minutes. (8.5)
- **Mon Jun. 30,** - the Executive Assistant shall provide the Chair and Vice-Chair with final drafts of the minutes to be included on the next appropriate meeting agenda for consideration/approval of the Board. (8.6)

Principles *Integrity*

ADVICE MEMORANDUM

TO: Todd Taylor
Deputy Mayor, Town of Orangeville

AND TO: Lisa Post
Mayor, Town of Orangeville

FROM: Principles *Integrity*,
Integrity Commissioner for the Town of Orangeville

DATED: June 6, 2025

FILE: Conflict Advice:
Participation in Council on Police Budget while serving on
Orangeville Police Detachment Board

This is in response to your email inquiry of June 4, 2025.

Background

As Mayor and Deputy Mayor for the Town of Orangeville you have been appointed by Council¹ to serve on the Orangeville Police Detachment Board. Deputy Mayor Taylor serves as Chair of the Board.

As part of the Town's budget process, the Board must present its budget to Council. In his role as Chair, Deputy Mayor Taylor has been instrumental in helping to form the police budget and to prepare it for submission to Council.

Your query is whether, given your roles and involvement at the Board, you may participate in Council's discussions and voting when the police budget comes before it.

If we have made an error in reciting the factual basis for your request, or if there are other considerations you believe ought to be taken into account, please advise us at your earliest opportunity as this could change the nature of our advice to you.

Analysis

As Members of the Council of the Town of Orangeville you are subject to the application of sections 5, and in the case of the Mayor 5.3, of the *Municipal Conflict of Interest Act*

¹ Your appointment under Town resolution 2022-381 was continued on October 21, 2024 in response to legislative changes.

Principles *Integrity*

(MCIA). Those sections, *in relevant circumstances*, require that you not take part in discussions or voting on a matter, or attempt in any way before, during or after a meeting, to influence the voting on a question related to the matter. Those sections also require you to disclose the general nature of the interest, and where the matter under consideration takes place in a forum not open to the public, to not be present.

Sections 5 and 5.3 are triggered by the presence of a pecuniary interest that you may have directly or indirectly in a matter. An indirect pecuniary interest is defined under section 2 of the Act and includes situations where the member or their spouse, parent or child:

- is a shareholder in, or a director or senior officer of, a private corporation that has a pecuniary interest in the matter;
- has a controlling interest or is a director or senior officer of a public corporation that has a pecuniary interest in the matter;
- **is a member of a body that has a pecuniary interest in the matter;** or
- is a partner of a person or is in the employment of a person or body that has a pecuniary interest in the matter.

(emphasis added)

But for an exception provided by the MCIA your indirect interest as a member of a body, in this case the Board, would be triggered by the body having a pecuniary interest in a matter before Council, and you would be required to declare the interest and recuse from Council's discussions on the matter.

However, the following exception applies:

4 Sections 5, 5.2 and 5.3 do not apply to a pecuniary interest in any matter that a member may have,

(h) by reason only of the member being a director or senior officer of a corporation incorporated for the purpose of carrying on business for and on behalf of the municipality or local board or **by reason only of the member being a member of a board, commission, or other body as an appointee of a council or local board**

(emphasis added)

Accordingly there is no impediment for you to fully participate at Council when the budget is before it for consideration, including by introducing the budget and responding to questions from your colleagues on Council. It follows that you may vote on the matter as well.

We would be pleased to discuss our advice with you at your convenience.



Office of the Inspector
General of Policing

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

Bureau de l'inspecteur général des
services policiers

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

Inspector General of Policing Memorandum

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

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: **May 26, 2025**

SUBJECT: Inspector General Memo #5: Release of the Inspector General of Policing's first Spotlight Report, *Policing Protests and Major Events: Public Order Maintenance in Ontario*

I am pleased to announce the release of my first provincial Spotlight Report, ***Policing Protests and Major Events: Public Order Maintenance in Ontario***. This report provides my assessment of the current state of public order policing, while advancing recommendations that, I believe, will improve policing performance and governance concerning public order maintenance functions in the province. In line with the Inspectorate of Policing's (IoP) commitment to transparency, and to enhance the public's understanding of key aspects of policing delivery, the Spotlight Report is available on the [IoP's website](#). I would ask that you share this Spotlight Report with members of your organization and others within the policing sector, both in Ontario and beyond, that would find it of interest.

Between May 2023 and February 2024, the IoP conducted an inspection to ensure compliance with provincial Public Order Maintenance requirements, focusing specifically on public order unit (POU) standards by all municipal police services, boards and the OPP. This inspection was conducted under the former *Police Services Act*, prior to the implementation of the *Community Safety and Policing Act* (CSPA) and the coming into force of the Inspector General's statutory mandate. However, given the continued relevance of the inspection's analysis to the policing sector and Ontario government, I am pleased to share our findings. These findings have been published

in a broader, Ontario-wide context along with **12 recommendations** that focus on the shared responsibility of police services, police service boards, and the Ontario Ministry of the Solicitor General, to further strengthen Ontario's public order system.

Overall, **I conclude that the state of public order policing in Ontario is strong.**

Ontario POUs have proven themselves to be generally responsive to emerging and evolving conditions, where they can deploy effectively in both planned and unplanned circumstances. Based on the inspection findings, identified trends in public order policing, and applying a CSPA-compliance lens, I also identify areas that merit attention in order to strengthen Ontario's position as a national leader in this space.

I would like to extend my appreciation to Ontario's policing sector, including all chiefs of police and police service board members that participated or facilitated their organization's participation in this inspection. I would also like to extend a special thanks to the Ontario Association of Chiefs of Police (OACP), including members of the public order policing system that were engaged by the OACP, and the Ontario Association of Police Service Boards for their constructive engagement throughout the IoP's work. This invaluable cooperation and commendable patience have contributed to a report that, I believe, accurately assesses the state of public order policing and charts a path to keep the province's system strong and responsive to public safety needs.

Sincerely,



Ryan Teschner
Inspector General of Policing of Ontario

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

Spotlight Report

Policing of Protests and Major Events: Public Order Maintenance in Ontario

Inspection of Ontario Police Services and Police Service Boards for years 2023-2024

Ryan Teschner

Inspector General of Policing of Ontario
May 2025



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Message from the Inspector General of Policing of Ontario

Public order policing continues to be complex and is constantly evolving. Mass public events such as protests, demonstrations and riots have garnered significant public and media attention in recent years, often shining a spotlight on policing responses. In Ontario and across Canada, the volume and frequency of these events, and the ability to mobilize large groups of individuals with the ease of a smartphone, is on the rise. Whether the events are reoccurring celebrations or domestic and international protests, all of these events require adequate responses from police to maintain public order, consistent with Ontario policing legislation and Canadian legal norms. This ‘Spotlight Report’ is an example of how the Inspectorate of Policing (IoP) works to fulfill its mission of making everyone in Ontario safer. Through this report, the IoP acknowledged and profiled areas that work well within Ontario’s public order policing system, while identifying ways to drive improved performance.

Striking the balance between public order maintenance and democratic rights and freedoms

In some cases, – such as the 2022 anti-COVID-19 mandate protests – domestic or international incidents create moments where the natural tensions inherent in a democracy can surface. These events reveal deep division within communities and oftentimes pose a risk to public safety. These public events can also be dynamic, unpredictable, and rapidly evolve, requiring police officers to make on-the-spot decisions to reconcile different rights, including those protected by the *Canadian Charter of Rights and Freedoms*.

The way police services respond greatly impacts public trust in policing. On the one hand, if the police rely too heavily on their coercive powers, many Ontarians’ rights and freedoms can suffer. On the other hand, if the police do not apply their public order maintenance powers effectively and on time, public safety, the economy and civil society can suffer. The balance can be easy to articulate in theory, but difficult to apply in practice.

Navigating this delicate balance between competing rights and safety needs is essential to prevent escalation and ensure public safety in mass gatherings that require a public order response. In potentially escalating situations, officers must be able to rely on

well-established governance policies, operational procedures, training in both operational practices and the effective application of the law, and tools that can be deployed appropriately. Recent and ongoing events in Ontario and across Canada have highlighted the importance of continuing to ensure that Canadian, provincial, territorial and municipal laws strike the most responsive balance between the public's freedom of expression and assembly and the right of others to conduct their activities safely. Given the increasing quantity and complexity of public order events in Ontario, I recommend in this report that the Ministry of the Solicitor General engage its provincial, territorial, and federal counterparts to review the legal framework governing protests.

It is time to get real about the resource demands and impacts of public order maintenance policing in a democracy

The impact of these events on police resources, budgets and the officers who engage in this serious work are now more significant. For example, the 'Freedom Convoy' in 2022 is estimated to have cost \$1 million per day, with \$800,000 for policing alone.¹ It has been publicly reported that the Ottawa Police Service incurred a total of more than \$55 million in costs associated with the policing of those protests.²

More recently, between October 2023 and April 2024, demonstrations related to the Israel-Hamas war surpassed \$12 million in policing costs, with more than 500 demonstrations in Toronto alone.³ Last year, the Toronto Police Service responded to over 2,000 unplanned events – a significant portion of which was funded through premium pay (i.e., overtime).⁴ Recurring events in other areas of the province, such as unsanctioned St. Patrick's Day gatherings, result in policing deployment needs that incur significant costs. For example, the Waterloo Regional Police Service incurred \$318,000 for the three-day St. Patrick's Day event.⁵ The demand for public order maintenance in Ontario continues to rise, with no signs of slowing down.

Police are tasked with facilitating the freedoms of those that participate in these events, while ensuring the safety of the communities around them. Police services must be adequately resourced to meet this societal imperative. Despite police service boards

¹ Joanne Chianello, "Protest Has Cost City of Ottawa More than \$30M," CBC news, February 23, 2022, <https://www.cbc.ca/news/canada/ottawa/ottawa-protest-demonstration-cost-city-1.6361367>.

² These include costs associated with regular, overtime and statutory holiday hours for Ottawa Police Service members; costs associated with provision of direct supports to the City of Ottawa and loss of revenues and economic support through the City of Ottawa; payments to external policing agencies for surge capacity resources; and Ottawa Police Service operational supplies, equipment, leased space and vehicle costs.

Public Order Emergency Commission, Institutional Report of the Ottawa Police Service, February 17, 2023, pp 21.

³ Of the \$12 million total cost, almost \$5 million was overtime costs.

John Marchesan, "Police Price Tag for Protests Surpasses \$12M", City News, April 5, 2024.

⁴ Toronto Police Service Board Meeting Public Agenda (April 10, 2025), Re: 2024 Operating Budget Variance for the Toronto Police Service, Period Ending December 31, 2024: <https://tpsb.ca/jdownloads-categories?task=download.send&id=865:april-10-2025-public-agenda&catid=32>, pp. 5-6.

⁵ Waterloo Regional Police Service Board Open Agenda, Chief of Police Reports 2024-098, <http://calendar.wrps.on.ca/Board/Detail/2024-04-17-1030-Waterloo-Regional-Police-Services-Board-of-Directo/4c557755-56c5-42da-b387-b150013b9f37>, April 17, 2024.

incorporating funds for public order maintenance and related supports, police budgets are struggling to keep pace with public safety demands given increases in the sheer volume, complexity and unpredictability of this police work. Even among Ontario police services with their own public order units, members are not dedicated full-time to public order work. Instead, they perform regular policing duties and are deployed to the public order unit as needed. This means that when they are called to public order duties, their regular tasks are left unattended, creating stress on frontline policing, criminal investigations, and other functions as one area receives attention while another suffers from a service gap. Additionally, prolonged deployments to public order units increase stress for individual officers as they juggle these responsibilities with their regular duties. In many cases, too, many police services rely on overtime work to fulfill their core function of providing adequate and effective public order policing.

I recognize the risk and complexity involved in the policing of protests, demonstrations and other events. I also recognize the skill and dedication of police officers from across Ontario that engage in public order maintenance. These officers are placed under increased strain, often stretched too thin when we need them the most. In turn, this can lead to fatigue and overall challenges when recruiting officers for this important function. These trends are not sustainable, and are realities that police chiefs, police service boards, local municipalities and the province must work to confront together. The well-being of those that do the difficult work of maintaining public peace must remain a priority. Adequately resourcing police services to maintain public peace during mass events – and to look after those that do that work – is the price we should all be prepared to pay in a democracy that values our freedoms and way of life.

The coordination of Ontario's public order policing needs to be formalized to ensure its long-term effectiveness and success

Public order events are often not confined to a single municipality, and are increasingly animated by provincial, national, and international issues. This reality requires an “all of us” approach to maintaining provincial public safety. Currently, 11 police services, including the Ontario Provincial Police (OPP), provide public order policing across Ontario – meaning that 33 police services rely on another service to discharge this core element of adequate and effective policing. This places a significant demand on one quarter of Ontario police services. While the “some delivering for all” model may work for Ontario, its long-term sustainability must account for the financial and human resource impacts on the services delivering this policing function across the province.

The reality is that the scope and magnitude of public order events are taking on a new shape. This new shape makes it evident that public order policing is a whole-of-province priority and responsibility. With this responsibility, comes a need to open up important discussions on how to sustain the “some delivering for all” approach to public order

policing in the long-term. To maintain the highest level of public order policing provincially amid rising demand and complexity, we need to invest in it appropriately to ensure it is not stretched too thin. The price to pay for not paying for these resources is just too great, both in terms of what the public should expect, and what police officers should expect in terms of their health and welfare. In this report, I recommend formalizing and enhancing the mobilization structure for public order units – the ‘Hub’ model approach – so that it becomes a permanent fixture of public order maintenance in this province that drives strategic coordination and consistency of response in the overall provincial public order system. I also recommend initiating discussions between the public safety sector and the province on sustainable, long-term funding for the entirety of Ontario’s public order system. Increased collection and access to data, including demand analysis, must drive these resource-allocation discussions.

Police preparedness is essential for effective public order maintenance

In Ontario, every police service needs to plan for the way in which world incidents can create local impacts. Police services, governed by local police service boards, must maintain a constant state of public order maintenance readiness to ensure public safety is delivered in a lawful, professional, and effective manner, particularly when unpredictable mass gatherings occur in local communities. Effective policing in response to these events relies on credible intelligence and preparedness. With clear insights, police can approach these gatherings with informed planning and avoid overly reactive responses that can provoke public mistrust and tension, especially in the glare of cameras. Beneficially, police preparedness can also positively impact police officer wellness during fast-paced, high-pressure situations, which is often compounded by political and community pressures that unfold in real-time. My recommendations address ways in which police preparedness and insights into these types of events can be enhanced, ultimately for the purpose of ensuring the most relevant intelligence picture and risk assessment is available to police services that are to these sometimes fast-moving and demanding public order events. My recommendations also are aimed at creating not just consistency, but increased overall effectiveness in risk assessment and information-sharing across the Ontario policing sector, ultimately for the benefit of police services, their members, and the public they serve.

Approaching the new CSPA requirements for public order maintenance policing in Ontario

While governance and operational policies, processes and practices vary across Ontario police services and the boards that oversee them, maintaining public order is a core legislated requirement in Ontario. The Public Order Maintenance requirement that

previously existed under the now-repealed *Police Services Act (PSA)*⁶ and its revoked *Adequacy and Effectiveness of Police Services Regulation*, now exist under the new *Community Safety and Policing Act, 2019 (CSPA)*,⁷ with specific requirements outlined in the new *Adequate and Effective Policing (General) Regulation*. These requirements came into force on April 1, 2024. The statutory requirements are designed to ensure that police services' Public Order Units (POU) possess the necessary ingredients to adeptly manage a range of situations and facilitate expressive rights alongside public order maintenance. In this report, I make various recommendations for police boards and police services to align their approaches with the new requirements under the CSPA to bring them into compliance.

My conclusion on the overall state of public order policing in Ontario

Following this inspection and based on its findings, **my conclusion is that the state of public order policing in Ontario is strong**. The legal and governance infrastructure that should surround POUs and their operational work is, generally, in place in the form of police service board policy and governance, Chief of Police procedures and direction, and operational planning processes. Ontario POUs have proven themselves to be generally responsive to emerging and evolving conditions, where they can deploy effectively in both planned and unplanned circumstances. This has led Ontario's POUs to establish a 'Hub model,' which allows multiple POUs from across the province to coordinate deployments on a larger scale.

There are also signs that the system is becoming stretched due to demand and complexity, and that this trend is increasing. Therefore, in this report, I have identified areas – **both in relation to compliance and long-term effectiveness – that the public order policing system in Ontario should focus on to improve its overall performance and strengthen Ontario's position as a national leader in this space**. Given my statutory responsibility to oversee adequate and effective policing in the province, the IoP will continue to monitor the operation of the public order system in Ontario, with a view to evaluating the system's ability to manage evolving demands and ensure the maintenance of public safety.



Ryan Teschner
Inspector General of Policing of Ontario

⁶ Police Services Act, R.S.O. 1990, c.P.15,

⁷ Community Safety and Policing Act, S.O. 2019, c.1, Sched.1. <http://www.ontario.ca/laws/statute/19c01>

This Spotlight Report

In the context of more recent public order events across Ontario, the IoP chose to embark on an inspection of compliance with provincial Public Order Maintenance requirements, with a focus on POU requirements, by all municipal police services in the province, as well as the Ontario Provincial Police (OPP). The inspection was conducted while the PSA remained in force. The inspection identified areas of compliance with the now-repealed PSA, as well as recommendations for improvement in some cases. Overall, we observed a significant rise in the demand for deployments of POUs in Ontario, a trend anticipated to continue, emphasizing the need for continuous provincial oversight to ensure consistent adherence to public safety standards across the entire province.

This is the IoP's first Spotlight Report, which places our inspection findings in a broader, Ontario-wide context. In this report, we highlight our findings as factors the policing sector can consider in improving policing performance and governance in relation to their public order maintenance functions and its delivery. The report only includes these factors as 'recommendations' because the inspection was not conducted under the now-in-force CSPA, which provides the Inspector General (IG) the authority to issue binding 'directions' for non-compliance. While our inspection primarily focuses on compliance with the requirements of the now-replaced PSA and regulations, **our goal in this report is to encourage the sector to apply still-pertinent findings to their work as they transition to Ontario's new policing legislation, under the CSPA, and to promote efforts towards continuous improvement.** Sharing the insights learned from this inspection is not only vital to the sector, but also in the interests of public transparency and accountability.

We are committed to publishing future Spotlight Reports to further develop the overall provincial picture of policing and police governance in various areas of interest to the policing sector, the government, and the public. We will shine a constructive light on any compliance shortfalls we discover, identify how to improve compliance overall, and promote leading and promising practices across jurisdictions so that Ontario can continue to distinguish itself as a leader internationally. Importantly, in line with the legislative commitment to transparency, and to enhance the public's understanding of key aspects of policing delivery in our province, all our reports will be publicly available on the IoP's website: www.iopontario.ca.

Ontario's Inspector General and the Inspectorate of Policing

In Ontario, now Chief Justice of Ontario's 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 CSPA and its regulations, which came into effect April 1st, 2024.

The CSPA replaced the PSA– which was 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 new role of the 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 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 policing services, develop, maintain and manage records and conduct research to ensure compliance with the CSPA and its regulations;
- Investigate complaints concerning the delivery of policing services and the conduct of police service 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.



The IG is responsible for overseeing the following Ontario policing entities:

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

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

The CSPA marks a pivotal step towards enhancing policing and police governance delivery in Ontario. By establishing the IG and the IoP, the CSPA ensures a modernized framework for oversight, accountability, and support of excellence in policing across the province. The IG and the professionals in the IoP are responsible for upholding the public interest, working to ensure that every person in Ontario feels safe in their community and has confidence in the policing and police governance they receive, regardless of who they are or where they live.

Our Inspection

Maintaining public order is a core legislated requirement for police services in Ontario. This requirement previously existed under the now-repealed PSA and its revoked Ontario Regulation 3/99 *Adequacy and Effectiveness of Police Services* regulation,⁸ and now exists under the CSPA, with specific requirements outlined in the Ontario Regulation 392/23 *Adequate and Effective Policing (General)*,⁹ which came into force on April 1, 2024.

At the time of our inspection (May 2023 – February 2024), the PSA continued to be in force and therefore, this public order maintenance inspection was completed under the authority and requirements of the PSA. The CSPA has changed some of the requirements applicable to public order maintenance and POUs in Ontario. While the general delivery options of public order maintenance are fairly similar, the CSPA sets out more prescriptive standards and procedural requirements, along with more prescriptive requirements for entering into policing agreements with another police service board or the OPP, and the delivery of temporary assistance.

As with any inspection, the conclusions we reach represent the circumstances and context at a point in time – in this case, previously in-force legislation that has since been modernized. While the initial objective of the inspection was to determine technical compliance with the requirements at that time, the reporting phase of the inspection has been modified to highlight general themes that may support police service boards (the “boards”), police services (the “services”), Chiefs of Police (the “Chief”),¹⁰ and the OPP Commissioner as they transition to the new requirements set out under the CSPA.



⁸ O.Reg. 3/99: Adequacy and Effectiveness of Police Services. <http://www.ontario.ca/laws/regulation/990003>

⁹ O.Reg. 392/23: Adequate and Effective Policing (General). <http://www.ontario.ca/laws/regulation/230392>

¹⁰ It should be noted that both the PSA and CSPA define “chief of police” as a chief of police of a police service maintained by a police service board or the Commissioner of the OPP and includes an acting chief of police.

Acknowledgments

The IoP thanks 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 this inspection process.

Methodology for this Inspection

The IoP's Policing Inspections Unit inspected all 43 municipal police services and the OPP for compliance with previously in-force Ontario Regulation 3/99 – *Adequacy and Effectiveness of Police Services*, which at the time of the inspection, prescribed specific requirements that boards and chiefs, and the OPP Commissioner must fulfill.

The Regulation required police services to have their own POU, or instead of having its own POU, have this function fulfilled by the POU of another police service or on a combined regional, or co-operative basis among more than one police service.

The Regulation also set out the legal requirements for:

- board policy concerning POU (sections 18[1] and 29),
- Chief's procedures concerning POU (sections 18[3] and 19), and
- composition and training related to POU (sections 19 and 33[iii]).

To support boards and Chiefs with their understanding and implementation of these requirements under the PSA, the Ministry of the Solicitor General maintained the Policing Standards Manual (PSM) which contained sample board policies and guidance for chiefs in developing and maintaining their procedures. The samples and guidelines contained in the PSM highlight key components of governance policies and procedural steps that may be considered when undertaking a policing function, like public order maintenance. It is important to remember that the PSM was only a tool to assist, and that its guidance must be applied and adapted to reflect the needs of the community receiving policing services and its local context.

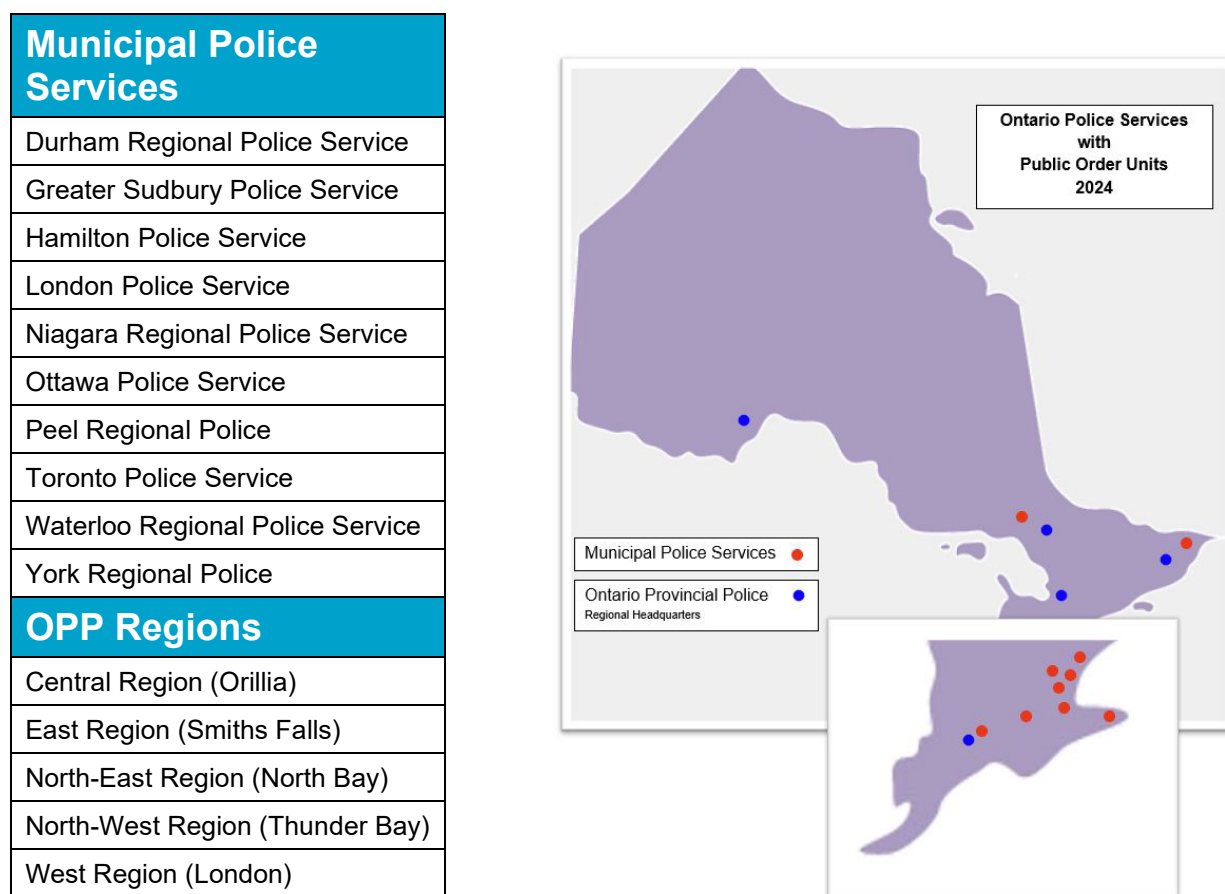
As part of the inspection, the IoP considered the extent to which ministry guidance on public order maintenance (PO-001) provided through the PSM was incorporated into the board policy, Chief's procedures, public order manual, training, and equipment. Ministry guideline content that did not address statutory or regulatory requirements was considered advisory in nature.

Commencing in May 2023, the inspection launched with two initial inspections of municipal police services that have their own POUs, and further expanded to the remaining 41 municipal police services and the OPP. The IoP also hosted three virtual

pre-brief meetings which were open to police services and boards that did not have their own POU to answer any questions with respect to the POU inspection.

Each inspection included an off-site review of relevant documents, such as board policies, chief's procedures, and where applicable, the police service's POU manual, training records, deployment records, and municipal agreements for sharing police services (which could be entered into between boards and/or the Commissioner under section 7 of the PSA, and now under section 14 of the CSPA). The Inspection also included an on-site component for the 11 police services that maintain their own POU. This included 10 municipal police services and the OPP, represented by all five of its operational regions:

Fig 1: Map of Ontario police services that maintain a public order unit



On-site assessments included interviews of board members and police service members, tours of police facilities, and checks of POU-issued equipment. The on-site inspections were generally one week in length, adjusting to accommodate operational needs of the police service when required. Each on-site inspection also consisted of a pre-brief with the Chief and/or their designated command staff, the board Chair or their designate, as well as a de-brief with the same individuals at the conclusion of the on-site inspection.

During the initial stages of the inspection, the IoP learned of the Ontario Public Order Hub model through the Ontario Public Order Advisory Committee (OPOAC), a subcommittee of the Ontario Association of Chiefs of Police (OACP). The Hub model is an initiative-taking approach to collaboratively coordinate planned public order deployments in Ontario and can also assist in coordinating deployments for unplanned POU events. The Hub model is an excellent example of the policing sector taking a leadership role in sharing resources, information and supporting the delivery of adequate and effective public order policing across the province. As the Hub model was outside the scope of this inspection, limited analysis was undertaken. However, the IoP can say that the Hub model does show promise with respect to coordination of POU response in Ontario and should continue to play this across-province coordinating role to support effective and responsive public order deployments.

Changes to Ontario's Policing Legislation

As stated, on April 1, 2024, the CSPA came into force, repealing and replacing the PSA. Public Order Maintenance requirements under subsection 11(1) of the CSPA are comparable to the old subsection 4(2) of the PSA.

Ontario Regulation 392/23 is the *Adequate and Effective Policing (General)* Regulation under the CSPA, and replaces the previous regulation of this type under the PSA. Here, it is important to note, the content with respect to Public Order Maintenance has changed. Police service boards and services will need to be mindful of these changes as they review and revise their policies and procedures. These changes are highlighted within the “Our Findings” section of this report and **Appendix A: Comparison of Legislative Requirements for Public Order Maintenance**.

In addition, and importantly, similar to section 7 of the PSA, section 14 of the CSPA allows for a board or the OPP Commissioner to provide a policing function in an area for which they have policing responsibility by entering into an agreement with another board or the Commissioner to provide that policing function. Under the PSA, and we expect now under the CSPA, these agreements will allow one police service to provide its public order maintenance resources to a police service that does not have this dedicated capacity in circumstances where that policing function must be delivered.

Key Highlights

1. In Ontario, POU deployments have increased 183.72 per cent between 2018 and 2022.

- There is a notable increase in public order deployments over the five-year period between 2018 to 2022 according to the data sample reviewed, as well as a continued increase in 2023 deployments, as revealed during the onsite interviews conducted during the inspection. Recent world events have had an unprecedented impact on the deployment of POUs¹¹.
- With the recent increased demands, police services that have their own **POUs are actively looking to increase complements to balance potential officer fatigue and strain on current resources.**

2. There were no situations where current POU resources – either from the ‘home’ police service or a cooperating police service – were unable to respond within a reasonable amount of time.

- The CSPA now expands the criteria for what is a “reasonable time” to deploy POUs. Boards and services – both those with their own POUs and those who rely on other services for POU resources – should **analyze these new requirements to determine what a ‘reasonable time’ for POU deployment should be locally**, in different sets of public safety risk circumstances, in accordance with the new CSPA factors. Ultimately, going forward, it is the IG who will determine if the reasonable time standards are met.

3. In Ontario, public order maintenance is delivered through 11 dedicated POUs, which are currently provided across the province by ten municipal services and the OPP.

- At the time of this inspection, one additional municipal police service was actively working towards creating their own POU to become the twelfth in the province. This leaves **32 municipal police services in Ontario that rely on another police service to deliver this function** through an agreement with another police service. Of those police services, **28 rely on the OPP for POU services when required, with the remaining three having an agreement with another municipal service.** Beyond these agreements, the CSPA allows Chiefs the ability to request temporary

¹¹ Under the former *Police Services Act*, POUs must be able to be deployed in a reasonable time. The now in-force *Community Safety and Policing Act* expands on this by requiring POUs to be able to be deployed in a reasonable time having regard to specific criteria that helps define the reasonableness requirement.

assistance in providing adequate and effective policing from another police service on an *ad hoc* basis, in the absence of such an agreement as required for events that may impact their resources (e.g., in April 2024, officials in Niagara Falls, Ontario were expecting up to one million visitors to witness a total solar eclipse directly over Niagara Falls¹²).

- This mechanism to access another police service's POU capacity on a temporary and *ad hoc* basis is particularly noteworthy for both the 28 police services that relied on the framework agreement with the OPP under the PSA, and those that sought the OPP's assistance outside of that agreement. For the years this report covers, 2023 and 2024, the OPP absorbed approximately 70% of the costs associated with its deployment of public order units to assist other police services. **The IoP was advised that the OPP is developing a new approach to assessing and evaluating the potential impacts of any new agreements on its ability to meet its own and others' demands.**
- **The 11 POUs in Ontario all met the minimum complement requirements as per the PSA.** Most services exceeded the minimum and had resources reflective of the size and needs of their communities. It was clear that many of the police services were in the process of selecting additional members to add to their public order strength to allow for increased demand, better down time, succession planning, and compliance with the new CSPA.
- With the addition of the twelfth police service, **every municipality that showed a need for deployments within the five-year window analyzed will have an operational POU.**
- As the demand for public order policing increases and is more complex in nature, there is benefit in exploring other potential service delivery, funding and deployment models over the short, medium and long-term to ensure Ontario's public order policing system remains responsive to public safety needs across a large and disperse geography.

4. The inspection discovered a few challenges with respect to POUs throughout Ontario.

- All Ontario police services staff their POUs by deploying police officers from their regular duties to this work as circumstances require. This model leads to increased strain on those officers who fulfill multiple functions, and results in other core policing functions – and the public that depend on them – suffering from gaps in service.

¹² Niagara Falls Solar Eclipse, "April 8th Solar Eclipse in Niagara Falls" <https://niagarafalls.ca/pdf/eclipse/cnf-solar-eclipse-important-information-businesses-detailed.pdf>.

- With increased POU deployments, **officer fatigue is an ongoing challenge for some police services** and in particular POU members. This has also led to some **challenges with general recruitment of prospective new POU members**.
- The IoP found examples of outdated and/or **minor inconsistencies between the Chief's procedure and the local board's policy**, including three instances where either a policy or procedure was not maintained in compliance with the Regulation. This reinforces the importance that boards and Chiefs regularly review their quality assurance process relating to compliance with the legislation.
- Five police services **did not have a debriefing process** as suggested in the Ministry of the Solicitor General's PSM guideline. While this guidance was advisory in nature under the PSA, the requirement has now been prescribed in regulation under the CSPA.
- There were three police services that **did not address the circumstances in which a POU should be deployed in their procedure** as required by regulation. This requirement continues under the CSPA.

5. Police services are actively transitioning to new legislative requirements under the CSPA.

- While this inspection was conducted under the PSA between May 2023 and January 2024, **the inspection notes consideration of, and progress underway by police services concerning the new requirements under the CSPA**. Whether delivering public order services to another jurisdiction, or receiving public order services from another police service, police service boards should pay particular attention to ensure compliance with the new requirements for policing agreements under section 14 of the CSPA.



Promising Practices and Recommendations

1. Ontario's Public Order 'Hub' model should be formalized and made permanent.

- The inspection noted an effective communication and coordination strategy throughout the province to mobilize public order deployments, known as the Ontario Public Order Hub. After the historic events in January of 2022 related to the Freedom Convoy, the OPP in collaboration with municipal police public order units, initiated the POU Hub model to ensure public order units could be concurrently deployed across the province in an integrated, strategic, and risk-based manner to prevent injury, preserve life, and protect critical infrastructure.

At the time of this inspection, the Ontario Public Order Hub included all 11 individual police service POUs within Ontario. These services are also represented at the OPOAC, a sub committee of the OACP. that meets regularly, and its members share recent public order experiences, best practices, upcoming service needs, and discuss how the various POUs can assist one another. We have learned that the success of the Hub model has generated interest by other police services outside of Ontario, including among the Canadian Association of Chiefs of Police.

- To expand upon this success, the **IG strongly recommends that the current Hub model to be formalized and enhanced to ensure its long-term sustainability, effectiveness and permanence. This includes:**
 - The Ministry of the Solicitor General considering making the Hub model a permanent entity within Ontario's public order maintenance system, through amendments to the relevant Regulations under the CSPA.
 - Establishing clear Terms of Reference for, and a defined access path to the Hub that would enhance its operation and ensure ease of access for police services across the province; and,
 - Formalizing the responsibilities for the Hub within the OPP, with an OPP representative serving as its Chair, and retaining the discretion of each Hub member to accept or not accept a specific request for POU assistance.

2. A standardized Public Order Risk Assessment Tool should be developed to support effective decision making for public order deployments.

- An additional area of standardization that could continue to drive improvements is **the development of an overall public order risk assessment tool to be used by all police services across the province.**
- A consistent assessment tool used by all Ontario police services would assist in decision-making standardization across provincial POUs that considers risk levels and appropriate levels of response. The tool should be designed in a way that takes relevant local factors into consideration, but the overall approach to how POU deployments and risks are determined should be consistent across the province.
- **The IG strongly recommends that the Ontario Public Order Hub and the Ministry of the Solicitor General collaborate in the development of this tool. Once a tool is developed, the IG strongly recommends that its consistent use by police services become a compliance requirement under the CSPA's Regulations.**

3. Additional training offerings should be made to assist police officers who engage in Public Order functions.

- Following the conclusion of the inspection, the IoP became aware that additional training was being provided to officers about the historical and political reasons behind recent protests. The IG is supportive of this supplemental training, as it may assist with supporting policing approaches that are culturally sensitive that further support effective communication and management during public order events.
- In addition, **the IG strongly encourages police services to continually access and contribute to the continued development of training to assist police officers performing public order functions in properly applying the full range of existing provisions in the *Criminal Code*, provincial law, and municipal by-laws in circumstances where hate-based offences and other offences related to protests, demonstrations and occupations are occurring.** While much attention is paid to the hate speech provisions in the *Criminal Code*, there are a range of other offence provisions that police could apply in appropriate protest, demonstration or occupation situations (e.g., mischief to property; mischief relating to religious and other property connected to an identifiable group; blocking or obstructing a highway; disguise with intent to commit an indictable offence; etc.).

4. Specialized resources and technology should be further integrated into Public Order Response.

- Although it was not a focus, the inspection did note additional promising practices and resources utilized by Ontario's POUs:
 - Police Liaison Team (PLT) officers work with demonstration organizers or groups to maximize the peaceful facilitation of events. Police services that had PLT officers routinely expressed their value with regards to helping to manage public order events. This role was profiled during the 2022 Public Order Emergency Commission as being a front-facing tool to look at strategies, planning, and building front-end relationships with participants during demonstrations.¹³ The inclusion of a PLT, with consistent training in building trust, engaging demonstrators, and understanding crowd-dynamics could provide a valuable tool for intelligence and managing demonstrations to ensure lawful, peaceful and safe events. Given their promising results and the importance of their role, the **IG recommends that chiefs of police embed PLTs into their public order training to support their readiness for integration into public order responses, where appropriate.**
 - Most POU services had external partners such as Fire services, Paramedic services, and other medical professionals. Partnering with external emergency services and medical professionals required enhanced training but increased public and police safety during deployments. The police services that did use Fire and Emergency Medical Services (EMS) in particular spoke of their positive contributions to their POUs. **The IG is supportive of police services continuing to develop and enhance their partnerships with external emergency services and medical partners and recommends that Memoranda of Understanding (MOUs) detailing the nature and expectations in these partnerships become a body of work that the Ontario Public Order Hub explore with these external partners, with assistance from the Ministry of the Solicitor General.** The IG also recommends to the Ministry of the Solicitor General that **these MOUs eventually become a compliance requirement contained in Ontario Regulation 392/23 *Adequate and Effective Policing (General)*.**
 - Finally, the inspection noted that POUs are utilizing a blend of new and old technology, with the use of Remotely Piloted Aircraft Systems to issuing fluorescent ball caps to their POU members on the ground, all with the aim to improve visibility and the management of POU operations.

¹³ Public Order Emergency Commission, "Interview Summary: Inspector Marcel Beaudin (Ontario Provincial Police), February 17, 2023, <http://publicorderemergencycommission.ca/files/exhibits/WTS.00000037.pdf>

Our Findings

Police Service Board Policy

Provincial Compliance Requirements

Section 18(1) of the PSA's Ontario Regulation 3/99 *Adequacy and Effectiveness of Police Services* required a police service to have a POU, or instead of having its own POU, section 18(2) permitted a board to enter into an agreement to have the service of public order provided by another police service. Regardless of whether the police service maintains its own POU, Section 29 of the Regulation required a board to have a policy on POU services.

The ministry guideline, PO-001, included a recommended sample board policy for both contracted delivery of public order maintenance policing, or for a direct, combined, regional or cooperative delivery method. The sample policy included elements for the board to give direction to the chief on the method of POU services, composition, reasonable time for deployment, equipment, and training. Alternatively, where a board has an agreement to receive public order maintenance from another service, the sample policy suggests identifying the contracted board and including directions to the chief to establish procedures in consultation with the chief of the police service being contracted to provide the services of POUs.

The requirement for a board to have policies with respect to public order maintenance is continued, with modifications under the CSPA and its regulations, including the requirements that all board policies must be publicly posted.

The IoP's Findings

The inspection found that 10 board policies had not been reviewed or revised since they were initially created and/or had minor inconsistencies with the other documents, including board agreements or chief's procedures. Of that number, seven were boards that did not have their own POU and relied on a police service agreement under section 7 of the PSA.

Our inspection found that most boards appear to either copy the sample board policy from the PSM verbatim or had used a board policy from a comparable board. While the sharing and access of these templates is a good practice to drive some standardization and consistency for certain components (particularly as some boards do not all have full-time, professional policy staff) it does reveal risks of complacency and lack of oversight resulting in a policy that provides little or no relevant local governance direction to the chief. Put another way, to the extent that a board policy is legally

required to govern the operational decision-making of the chief, governance done this way is weak, at best. One example that may seem minor, but is illustrative, is a board policy that references the police service from which the policy was obtained, rather than naming the police service for which the board has governance responsibility.

Further, of the three board policies whose services maintain their own POU, the inspection found minor inconsistencies, mainly around the naming of their POU. For example, over the years, POUs have been renamed several times, such as Crowd Management Units, Public Safety Units, Public Safety Teams, among others. Some of the board policies referenced their services POUs by a previous name and not the name currently used. Again, while a minor issue on its face, this highlights deficiencies in the board's approach to reviewing, updating, and assuring the quality of its policies in providing appropriate governance to the Chief, and through them, to the service. Of course, where similar minor issues exist due to lack of regular review and updating of governance, the potential for a more significant governance gap to manifest becomes more probable.

In analyzing this further, the inspection noted that several of the board policies had a review date scheduled. However, upon further inquiry many of those policies had not been reviewed as per their schedule. It is essential that boards follow a process to review and update board policies on a regular schedule. However, despite these minor inconsistencies and/or lack of review, the issues identified did not appear to impact police operations as required under legislation.

Boards should have a process to continually review their policies with regards to updates that may flow from new or amended legislation, or in response to local issues and experiences that give rise to a need for governance reform. The Chief should be engaged and consulted in the board's policy-making work, as the governance infrastructure boards put in place through policy sets parameters on the Chief's operational mandate.

Recommendation 1:

Boards should update public order maintenance policies to create more effective governance

Boards should **review and update their public order maintenance policies in light of new requirements in the CSPA and its regulations**. More specifically, boards must maintain up to date policies for every matter that a chief is required to establish procedures for maintaining the public peace under section 8 of Ontario Regulation 392/23: *Adequate and Effective Policing (General)* of the CSPA.

As part of the strategic planning requirements, boards whose service maintains a POU, and the OPP Commissioner, must ensure adequate resource planning of public order services. **Greater analysis of deployment trends, assistance requests, public order intelligence, current capacity training and equipment requirements will assist to understand operational needs for police service board budget and resource decisions.**

To support the discharge of the board's responsibility to ensure adequate and effective policing is provided within its jurisdiction of responsibility, those public order maintenance policies should include ongoing communication with, and reporting by, the chief in relation to significant public order events. Among other things, this may include **annual reporting on the use of a POU by the service, or in support of another service, as well as trends in the delivery of public order maintenance policing**, so the board can continue to monitor the delivery of adequate and effective policing and apply this information to board decision-making (e.g., operating and capital budget decisions).

To maintain the accuracy and relevance of its policies, boards should have a process to **continually review** their public order maintenance policies to ensure they can account for evolving community needs and continued compliance with the CSPA and its regulations.

Police Service Agreements

Provincial Compliance Requirements

As previously noted, section 18(2) of Ontario Regulation 3/99, under the PSA, allowed a board to enter into an agreement, pursuant to section 7 of the PSA, to provide the services of a POU through another police service or on a combined, or regional, or co-operative basis. This is a sensible legislative approach that means a smaller police service does not have to operationalize its own POU, so long as it has the necessary agreement in place to access a POU from another police service when public order maintenance is required.

The ability to enter into an agreement with another police service board, or the OPP to provide public order maintenance is continued, with modification, under section 14 of the CSPA and its regulations.

The IoP's Findings

Currently in Ontario, public order maintenance is delivered through 11 dedicated POUs provided across the province by 10 municipal services and the OPP. At the time of this inspection, one additional municipal police service was actively working towards creating their own POU and will become the twelfth in the province. This translates into 32 municipal police services in Ontario that rely on another police service to deliver this function through a police service agreement. Of those services, 28 rely on the OPP for POU services, with the remaining have an agreement with another municipal service. Of the police services that rely on the OPP for POU capacity, none of the 28 police services are charged back for the OPP's assistance.

The IoP confirmed that each of the 28 municipal police service boards had entered into an agreement (under the PSA) with the OPP to have the services of a POU provided to their police service. This agreement, referred to as the Framework Agreement, commenced in 2001, for a term of five years, with an option for renewal for another five years. In 2013-2014, the OPP issued letters to all boards that had this agreement to indicate that the OPP would continue to provide the services listed within, including that of a POU. The IoP received confirmation that the OPP will continue to provide these services until revised police service agreements are implemented in accordance with the new requirements of section 14 the CSPA. Some of the 11 operational POUs police services also maintained an agreement with other boards or with the OPP to augment their own local capabilities.¹⁴

As Ontario has now transitioned to the CSPA, the IoP stresses the importance for the 33 municipal police services relying on another services' POU have their boards review their policies and policing agreements, with particular attention to ensure compliance with the new requirements for policing agreements under section 14 of the CSPA, and put the necessary new agreements, board policy, and Chief's procedure(s) in place to ensure they continue to have a legal mechanism for the provision of public order, whether through another board or the OPP Commissioner. This same analysis and updating also applies to those police services that do have their own POUs, but also have agreements with other police services for assistance to augment their own police services capabilities. The requirements for these CSPA section 14 agreements are

¹⁴ It should be noted that section 19 of the CSPA has a mechanism whereby any board may request temporary assistance from another board, the Commissioner, or an entity that employs First Nations officers.

outlined in subsection 14(6), with further details found under Ontario Regulation 398/23 – *Alternative Provision of Police Functions*.

While undertaking a review of their existing policies, boards also need to recognize the increased demands for public order when entering an agreement to receive services or to deliver services to another board. This is particularly noteworthy for the 28 police services that relied on the framework agreement with the OPP under the PSA. The IoP was advised that the OPP is developing a new approach to assess and evaluate the potential impacts of any new agreements on its ability to meet its own and others' demands. The IoP commends this, as it will provide both the OPP and those police services that currently rely on the OPP for public order support a realistic supply versus demand picture. Alongside the OPP's ongoing evaluation, boards should also consider potential capacity issues given how many services the OPP supports from a public order perspective. Boards, in close consultation with their Chief, may wish to consider other police services as alternative options to the OPP when considering entering into an agreement for POU services. By law, boards are required to ensure adequate and effective policing for the local community the police service delivers policing to. An adequate level and effective operation of public order maintenance (or under the CSPA, maintaining the public peace) is one of the core policing functions boards are responsible for ensuring the adequate and effective delivery of. This includes adhering to the standards set out in Ontario Regulation 392/23 *Adequate and Effective Policing (General)* for minimum complement capacity and ability to deploy in a reasonable time. A proper assessment of how well previous arrangements are meeting evolving needs in this area, as well as the Chief's operational perspective, will assist boards in evaluating whether current arrangements should be maintained, or new/enhanced arrangements should be considered. Given the IG's mandate to monitor the delivery of adequate and effective policing across the province, this will inevitably be an area that the IoP will continue to pay attention to – including by obtaining and analyzing data related to POU demand, POU supply and the ability of the provincial POU model to meet the whole-of-province need.

The increased demand in public order has also seen police services more proactively addressing issues arising from multi-jurisdictional and prolonged public order events, which has led to the Ontario Public Order Hub model to support the coordination and facilitation of information sharing among all of Ontario's POUs.

Recommendation 2:

Boards should enter into section 14 agreements to ensure adequacy of POU resources

Where a police service does not maintain its own POU, the board must ensure it has a valid agreement in place, in compliance with section 14 of the CSPA, to have another board or the OPP Commissioner provide POU services.

Boards should ensure they update any previous agreement under the PSA to comply with section 14 of the CSPA and applicable regulations. This should be undertaken after thorough consultation with the chief, with consideration for what a **‘reasonable time’ for POU deployment should be locally**, in different sets of public safety risk circumstances, having regard to the new CSPA factors, namely:

- i. the policing needs of the community,
- ii. the geographic and socio-demographic characteristics of the police service’s area of policing responsibility,
- iii. the total population and population density of the police service’s area of policing responsibility,
- iv. the presence of critical infrastructure in the location where the POU is to be deployed,
- v. information about public order incidents in the police service’s area of policing responsibility within at least the previous three years, including information about the scope and severity of the incidents, and,
- vi. best practices in relation to response times for POUs.

Boards and Chiefs should also consider past/current practice and known or predictable capacity issues (informed by data and trend analysis) that may arise from the ability of the police service that historically provides POU services to meet current and evolving demands. A copy of any policing agreement made under section 14 must be provided to the IG.

Chief of Police Procedures

Provincial Compliance Requirements

Section 19 of Ontario Regulation 3/99: *Adequate and Effectiveness of Police Services*, of the PSA, requires the Chief to establish procedures on POU services that:

- set out the circumstances in which a POU, or a squad within a unit, may be deployed;
- require that if the police service maintains its own POU, the police service's procedures on public unit services are contained in a manual that is available to all members of the unit; and,
- ensure that a person who is a member of a POU has the knowledge, skills and abilities to provide that service.

The PSM guideline, PO-001, also provided advice on what the procedures, public order manual, and skills development and learning plan should address, along with a list of designated equipment and facilities.

While our inspection largely found chief's procedures to be compliant with PSA regulatory requirements, the IoP found some instances requiring attention or further consideration, including:

- inconsistencies within the procedures;
- no procedural steps outlining a debriefing process;
- not providing circumstances in which a POU can be deployed; and,
- instances of not maintaining a Public Order Manual.

The requirement for the chief to establish procedures on public order maintenance is continued, with modification, under the CSPA and its regulations. Multiple advisory features from the PSM are now prescribed requirements for the purpose of establishing written procedures on public order maintenance, including, but not limited to:

- debriefing a public order incident; and
- setting out circumstances for deployment.

Both are important elements, and the current state of compliance in relation to them, are discussed further in this section.

The IoP's Findings

i) Inconsistencies

Our inspection found four police services with inconsistencies in their respective Chief's procedure. The inconsistencies were minor in nature (such as the Chief's procedure not referring to its own police service, but to the originating service that provided its procedure) and appear to be a result of copying verbatim the police service guidelines provided in the PSM or from a chief's procedure from another service.

There was also an example of references to other procedures that have since been renamed or assigned updated reference numbers. Similar to issues identified in board policy, these inconsistencies signal gaps in the service's quality assurance process and suggest that further internal assessment is required to ensure regular maintenance of procedures that align with board direction and police service practice. While the minor inconsistencies and/or lack of review did not appear to alter the understanding of the Chief's procedure and did not impact police practices, it signals a lack of attention to details that can matter. This attention to detail is important: it ensures the service will identify more significant issues and adjust to address them before they manifest into more serious problems that can disrupt the effective delivery of policing locally.

Our inspection also noted that several procedures from different police services had a review date scheduled, however, upon further inquiry, we determined that many of those procedures had not been reviewed in line with this schedule. It is essential that police services follow a process to review and update procedures on a regular schedule.

Recommendation 3: **Chiefs should review and update their public order maintenance procedures to ensure compliance**

Chiefs should review their respective public order maintenance procedures through the lens of the CSPA to ensure consistency and accuracy with their service delivery practices for maintaining the public peace.

Chiefs should implement a process to **continually review** their procedures to ensure they maintain focus on the evolving community needs and continued compliance with the CSPA and its regulations, as well as board policy.

ii) Debriefing Process

Continuous improvement in police service delivery comes with honest evaluation of what worked well, and what could be improved. When it comes to policing operations, debriefing practices allow for a deconstruction that can highlight strong practices and areas for improvement. Ensuring a debriefing process is captured in the procedural steps following all major incidents in which a POU is deployed is vital. However, our inspection found the Chief's procedures of five police services did not include a debriefing process.

While the incorporation of a debriefing process following all major incidents within the Chief's procedures and public order manual was discretionary under the PSA, the requirement for debriefing a public order incident is now mandatory and regulated in Ontario Regulation 392/23 of the CSPA under subsection 8(3). A robust debriefing is required following the deployment of a POU that must include the preparation of a summary of information regarding the incident, analysis of the outcome of the incident including what worked well and recommendations for improvements and matters to be addressed through changes to procedures or training.

The five police services that did not have a debriefing process outlined in their Chief's procedure were services that did not have their own POU and relied on agreements with another police service or the OPP Commissioner to provide POU services. Regardless of whether the police service has their own POU, the legal requirement for a debriefing process to be part of the service's procedure does not depend on which service is responsible for the deployment of the POU. Although one service may rely on another for the POU itself, the local service of jurisdiction must still assess its own decision-making to access that POU and then evaluate the delivery of public order maintenance locally. The IoP did find that all 11 police services that maintain their own POU had a debriefing process included in their Chiefs procedure. Interviews with members of police services confirmed that a debriefing was conducted at the conclusion of each POU deployment. Debriefs are also shared at OPOAC meetings where the group shares any tactics observed or used that assisted in resolving the incident. Debriefs are discussed at every quarterly meeting.

Recommendation 4:

Chiefs should ensure that procedures include a debriefing within the police service following a public order incident

Chiefs should review procedures to ensure they include a debriefing of public order incidents within the police service following the deployment of a POU (regardless of whether they utilized their own POU, or a POU from another police service accessed through an agreement), as now required under section 8 of Ontario Regulation 392/23: *Adequate and Effective Policing (General)* of the CSPA.

The **debriefing process should include**, at a minimum, a summary of information regarding the incident, including:

- i. the nature of the incident;
- ii. the date, time, and location of the incident;
- iii. the environment in which the incident occurred; and,
- iv. the details on the response to the incident by the POU. The debriefing should also include an analysis of the outcome of the incident, including what operationally worked well, as well as recommendations for improvement, as well as matters to be addressed through changes to procedure and training.

While the term “following the deployment” suggests that the debriefings occur soon after a POU deployment is possible, there may be instances where there is reason to believe that a public order incident may give rise to the Special Investigations Unit (SIU) invoking its mandate. **In those instances, the police service should liaise with the SIU to determine whether a debriefing could complicate their investigation into the incident and should therefore be delayed.**

Note, the debrief mentioned above refers to an internal process within the police service. These are distinct from after incident reporting requirements found under Ontario Regulation 393/23 *Active Attacker Incidents* and the Extreme Incident Response Plan, referenced under Ontario Regulation 392/23 *Adequate and Effective Policing (General)*.

Furthermore, **through the Ontario Public Order Hub, the sector is encouraged to facilitate the sharing of in-service debriefs** so that different POUs can learn from tactical examples applied, with a focus on assessing future needs and enhancing interoperability in joint service public order deployments. **This information should also be shared with the Ontario Police College to assist in the continuous improvement of its POU training curriculum.** This will improve future practices and operations in POU tactical decision-making across the province.

iii) Circumstances for Deployment

There were three police services whose Chief's procedures were found non-compliant with the requirement to identify circumstances in which a POU may be deployed. The three police services did not have their own POU and all of them relied on a PSA section 7 of the agreement.

Again, regardless of whether the police service has its own POU or relies on an agreement with another board to provide POU services, subsection 19(1) of Ontario Regulation 3/99: *Adequate and Effectiveness of Police Services* under the PSA required every Chief to, "...establish procedures on public order unit services which set out the circumstances in which a public order unit may be deployed." The inspection did find that police services that maintained their own POUs were all compliant with this requirement.

Of note, this requirement is further expanded under the CSPA Ontario Regulation 392/23 to now require that the Chief establish procedures respecting the deployment of a POU for both planned and unplanned incidents, including setting out the circumstances for deployment, specifying the process for authorizing deployment, and identifying operational responsibility for authorizing deployment. The IoP encourages these procedures to also include a consistent assessment tool used by police services in evaluating the risk level and an appropriate level of response, including whether to request temporary public order assistance from another service.

Recommendation 5:

Chiefs should include deployment circumstances in POU procedures, and the sector should develop a standardized risk assessment tool for effective POU deployment decision-making

Chiefs should review their procedures to confirm they include a catalogue of circumstances in which a POU should be deployed. More specifically, the procedures should address the deployment of a POU for planned and unplanned public order incidents, including setting out circumstances for deployment, specifying the process for authorizing deployment, and identifying operational responsibility for authorizing deployment.

The Ontario Public Order Hub and the Ministry of the Solicitor General sector is encouraged to collaborate on the development of a single risk assessment tool to standardize the factors and risks to be considered for POU deployments in Ontario. The tool should guide decisions around consistent relevant points and should support and not run contrary to the Chief's ultimate authority of deciding whether and how to deploy a POU locally.

Upon completion of this work, **police services that maintain a POU are further encouraged to incorporate the risk assessment tool into their procedures** as part of their decision-making process to determine the risk level and an appropriate level of response, including whether to request assistance from another service through an agreement or temporary assistance under section 19 of the CSPA.

Once a tool is developed, the IG strongly recommends of its consistent use by police services to become a compliance requirement under the relevant CSPA Regulation.

iv) Public Order Manual

Up until April 1, 2024, police services were required to ensure that procedures on POU services were contained in a manual made available to all members of the POU. This requirement was contained within Ontario Regulation 3/99: *Adequate and Effectiveness of Police Services* of the PSA, and further guidance on the content of the public order manual was provided in the PSM.

While the requirement to maintain a manual is no longer prescribed under the CSPA, the IoP does note considerable value in maintaining a public order manual that is available to members of the POU. The IoP recommends that police services that maintain their own POU continue the practice of maintaining a public order manual that is specific to the individual police service. The manual should include the guideline items that were listed in the PSM public order guidelines (PO-001), such as:

- the unit's mandate, functions, and members' responsibilities;
- deployment and reporting relationships;
- command and control;
- communications with unit members;
- crowd management procedures, including response levels and negotiation;
- incident assessment;
- provision and use of equipment;
- operational training;
- the circumstances and processes for liaising with appropriate officials for the purposes of Sections 63 - 68 of the *Criminal Code of Canada*, regarding unlawful assemblies and riot situations;
- use of training, operational and equipment logs;
- debriefing process; and,
- the selection process for members of the POU to ensure that the members have the knowledge, skills and abilities to provide the services of the POU; and,
- the recording and reporting of incidents involving a POU.

Recommendation 6:

Chiefs should ensure their POU manuals are maintained, up to date and reflect guidance from the Ministry of the Solicitor General

Chiefs of police services that have their own POU should **continue maintaining a public order manual and making it available to all members of the POU**. This manual should be specific to needs and procedures of individual police services that have a POU, with consideration to include common training provided by the Ontario Police College and other provincial initiatives.

It is recommended that the content of the public order manual continue to reflect guidance from the Ministry of the Solicitor General's PSM public order guidelines (PO-001), until such time that updated guidance may be provided.

Recruitment and Training

Provincial Compliance Requirements

Section 18(3) of PSA Ontario Regulation 3/99 requires every POU to consist of a unit supervisor and at least four squads of seven officers, including a squad leader.

In addition, section 33(c)(iii) of the Regulation requires every police service to have a skills development and learning plan that addresses members of a POU.

Complement requirements for POUs have increased under the CSPA Ontario Regulation 392/23 and its regulations, with standardized initial and ongoing training now prescribed under regulation. Further details concerning these requirements are included under the Deployment section of this report.

The IoP's Findings

At the time of the inspection, police services with a POU appeared to have a sufficient number of trained POU members, with many services indicating ongoing efforts to expand on their own complement of POU members. Basic POU member training is now mandated under the CSPA to be delivered by qualified instructors through the Ontario Police College (OPC). Previous training was provided by the individual police services and was developed with input from the OPOAC. Importantly, this previous training was part of the foundation of the new OPC curriculum.

All the POUs work closely together with respect to training. A basic public order training class will be hosted by a police service and will quite often consist of members from different police services. In addition, the OPOAC supports the communication of training details to support ongoing training needs.

Additionally, another finding indicates that through the inspection that there are smaller to mid-size police services that, although they do not maintain their own POUs, are providing a limited number of members with POU training. Those police services do not have the resources to provide a complete POU on their own but utilize trained members to complement other police services that do have a POU. We remind boards and services that, while combining resources with another service is permitted, the combined POU must comply with legislation, including training and equipment standards.

Recommendation 7:

Police services should access supplementary training relevant to POU context and this training should be centrally coordinated to best prepare Ontario POUs

The CSPA now requires that every police officer assigned functions of a POU must complete mandated training provided by OPC. OPC now provides training on safe crowd management and maintaining public order, supervision of a POU and tactical command. **In addition, police services are encouraged to continue additional, ongoing joint training and learning between services. It is recommended that such initiatives be identified centrally and coordinated through the Ontario Public Order Hub.**

Further, **services should consider supplementing mandated training with education that is specific to the context in which they are policing.** For example, further education to improve relations, foster cultural understanding and historic injustices experienced by Indigenous communities, and the historic and/or geo-political subtext driving current demonstrations and protests, may assist with approaches that are culturally sensitive to further support effective communication and management of such events.

Police services should continually access and contribute to the **continued development of training to assist police officers performing public order functions in properly applying the full range of existing provisions in the *Criminal Code*, provincial law, and municipal by-laws** in circumstances where hate-based offences and other offences related to protests, demonstrations and occupations are occurring.

These **events are not confined to Ontario but often cross provincial boundaries**, requiring coordinated responses across the country. This underscores the importance of ensuring that Canadian, provincial, territorial, and municipal laws strike a responsive balance between the public's freedom of expression and assembly and the right of others to conduct their activities safely. Accordingly, the **Ministry of the Solicitor General should engage provincial, territorial, and federal governments to review the legal framework governing protests in Canada to ensure this framework remains relevant and responsive, having regard to more recent experience and learnings across the country. This review should consider expertise from a range of sectors that can provide advice, including policing, legal, civil liberties, and other sectors.**

Equipment

Provincial Compliance Requirements

Section 38 of the PSA Ontario Regulation 3/99: *Adequate and Effectiveness of Police Services* requires that a municipal police service shall be provided with adequate equipment and facilities. Guidance about public order equipment was provided in the PSM under the ministry's Designated Equipment List. However, the quality, age, and manufacturer of the equipment varied from service to service. Therefore, the equipment issued and available to POU members across the province varies considerably.

While the ministry's Designated Equipment List in the PSM is advisory only, Ontario Regulation 392/23 of the CSPA now has a prescribed list of required equipment as of April 1, 2025 (the Regulation builds in a transition timeline for the acquisition of this required equipment).

The IoP's Findings

Although the equipment used by different POUs is similar in type – for example, shields, batons, helmets, etc. – it is the manufacturer of the equipment that varies considerably from police service to police service. With that comes different manufacturers' recommendations with respect to maintenance, longevity, and overall state of the equipment. Given the varying recommendations from manufacturers, it is critical that police services track and test the equipment on a regular basis and consistent with manufacturer's recommendations, to maximize officer safety and instill user confidence in the equipment.

At the time of this report, global economic uncertainty is impacting material costs and supply chains. Police services are not immune to these impacts. Rising material costs may impact the manufacturing and availability of public safety equipment. Given the significance of this issue and the importance of ensuring policing equipment is available to Ontario services, the Ministry of the Solicitor General, the OACP, and the Ontario Association of Police Service Boards (OAPSB) should monitor supply chain issues and engage other orders of government where their jurisdiction may assist in resolving issues that arise.

Recommendation 8:

Chiefs should maintain a system for tracking issued protective apparel and equipment

Chiefs should maintain a system for tracking issued protective apparel and equipment in a manner that is consistent with the manufacturers' suggested specifications, and regularly **inspect and re-assess** the equipment according to manufacturer specifications to ensure its ongoing effectiveness.

Furthermore, **the Ministry of the Solicitor General, OACP, and OAPSB should collaboratively monitor supply chain impacts to ensure police services can procure the necessary public order equipment** prescribed under Schedule 1 of Ontario Regulation 392/23 *Adequate and Effective Policing (General)* and engage other orders of government where their jurisdiction may assist in resolving issues that arise.

The PSM guideline for public order also suggested that POU members' emergency medical information be made available for rapid information sharing in appropriate situations. However, our inspection revealed that not all POUs had put in place an approach to facilitate this sharing of medical information. That said, many services require the POU member to carry their own medical information in a consistent location of their uniform (for example, front body armour pocket).

With the surge in POU demand and more multi-jurisdictional deployments, there is increased risk and concern with regards to potential delays in finding emergency medical information in a timely manner – especially if the approach to facilitating quick access to this information varies from service to service. The IoP strongly urges the POU sector, through the Ontario Public Order Hub, to agree upon a consistent format and location for the carrying and access to this information. This will ensure minimal delay in retrieving such vital information, even during combined and cross-jurisdictional events. To mitigate privacy concerns, the information should be secured by the individual in the prescribed location upon their own uniform, only to be drawn upon in the event of a medical emergency.

Recommendation 9:

All Ontario POUs should ensure consistent location and access to medical information for members

Chiefs should ensure that all POU members' emergency medical information be carried in a consistent location for rapid sharing in emergency situations. The sector is encouraged to ensure that all POUs agree to a consistent format and location of medical information to ensure minimal delay in retrieving such vital information, particularly during combined and cross-jurisdictional events. To mitigate privacy concerns, the information should be secured by the individual in the prescribed location of their uniform only to be drawn upon in the event of a medical emergency.

The **POU sector, through the Ontario Public Order Hub, should agree on a consistent format and location for the carrying and access to this information** and work to facilitate the integration of the agreed-upon approach across all Ontario POUs.

Deployment

Provincial Compliance Requirements

Section 18(3) of PSA Ontario Regulation 3/99 required that every POU, whether maintained by one police force or on a combined or regional or co-operative basis:

- a) shall consist of a unit supervisor and at least four squads of seven officers, including the squad leader; and,
- b) must be able to be deployed in a reasonable time.

The CSPA has expanded slightly the complement requirement with Ontario Regulation 392/23, stating that a POU shall have the capacity to deploy to a public order incident, at a minimum, a section of the unit consisting of,

- a) at least 32 police officers, including a section leader; and,
- b) a public order commander.

The CSPA requirements also now identify considerations that bear on the reasonable time for deployment criteria for POUs, stating that the POU must be able to be deployed in a reasonable time to ensure:

- the policing needs of the community;
- the geographic and socio-demographic characteristics of the police service's area of policing responsibility;

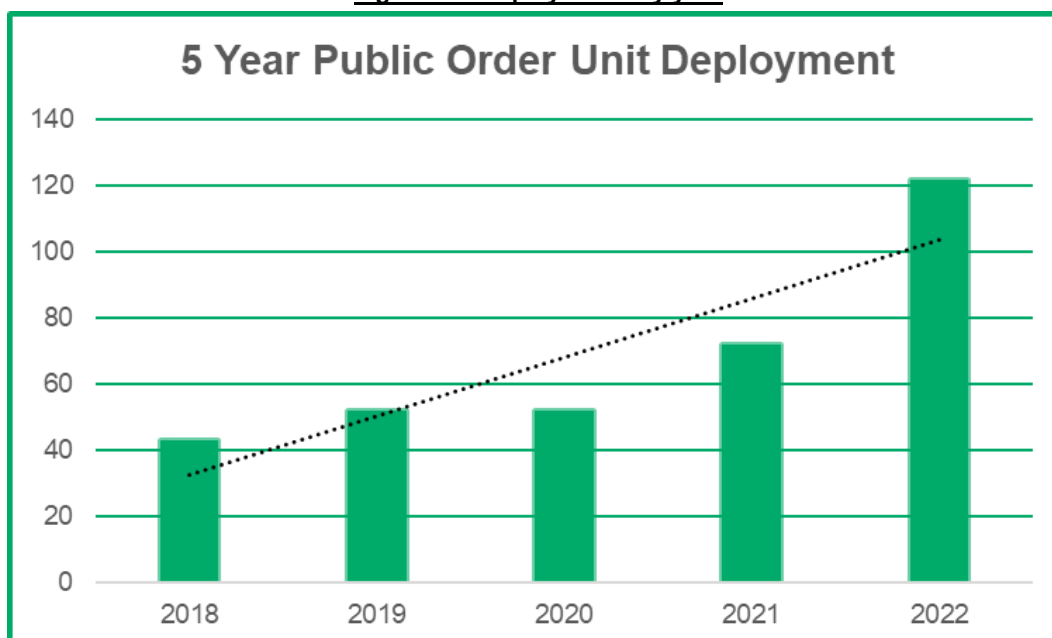
- the total population and population density of the police service’s area of policing responsibility;
- the presence of critical infrastructure in the location where the POU is to be deployed;
- that information about public order incidents in the police service’s area of policing responsibility within at least the previous three years, including information about the scope and severity of the incidents; and,
- best practices in relation to response times for POUs.

The IoP’s Findings

Our inspection revealed that there is a 184 per cent increase in POU deployment in Ontario between 2018 and 2022 (see “Fig 2”). Recent world events have had an unprecedented impact on the deployment of POUs. With the increased deployments of POUs over the last five years, many Chiefs, the OPP Commissioner, and boards are becoming more focused on the increased demands on their POU members. These events, and the public order maintenance they require locally, significantly impact police resources and budgets. Importantly, our inspection revealed that despite this increase in demand, there have been no situations where current POU resources were unable to deploy within a reasonable amount of time.

The IoP takes note that police services that have their own POU are actively looking to increase complements to balance potential fatigue of current resources, especially as members are redeployed from their regular duties to POUs. In other words, the long-term sustainability of the current resource landscape is a matter that requires ongoing attention.

Fig 2: POU deployments by year



i. Composition of a Public Order Unit

As previously noted, under the PSA a POU had to consist of a unit supervisor and at least four squads of seven officers, including the squad leader (28 police officers in total). Under the CSPA, a POU must now deploy, at a minimum, a section of the unit consisting of at least 32 police officers, including a section leader, and a public order commander. POU commanders that were interviewed recognize the change in POU composition from the PSA to the CSPA. Additionally, some services are taking proactive steps to augment their current public order complement through other emergency response units that take part in annual public order maintenance training and can be more readily deployed to augment their numbers.

ii. Deployment in a Reasonable Time

The IoP recognizes that the requirement to deploy a POU within a “reasonable time” necessarily includes subjective determinations. There is no set requirement – in terms of hours within which deployment must occur – to use as a benchmark. The varying geography within the province will interpret that what is reasonable in one context, may not be reasonable in another context. For example, what might be considered a reasonable deployment time within an urban centre may not be reasonable for deployment in rural areas of the province.

POU members were asked in their interviews about their ability to deploy in a reasonable time. The inspection revealed no situations where current resources were unable to react within what the IoP considers a reasonable amount of time, having regard to the factors now applicable through the CSPA. Operational POUs are constantly in contact with each other, including through the Hub, to minimize any potential delays in required deployment.

As mentioned above, subsection 18(3) of the now revoked Ontario Regulation 3/99 only required POUs to be “able to be deployed in a reasonable time.” The CSPA expands on this by requiring POUs to be able to be deployed in a reasonable time having regard to specific criteria that helps define the reasonableness requirement. The IoP strongly suggests that these new requirements should spur analysis and collaboration by boards and services across the province – both those with their own POUs, and those that rely on other services for the POU resources. Boards and services should work to determine what a ‘reasonable time’ for POU deployment should be locally, in different sets of public safety risk circumstances, with consideration of the new CSPA factors. Those services that rely on another’s POU should necessarily integrate that service into this analytical process so that that service’s capacity issues are taken into account. Of course, ultimately, the IG is mandated under the CSPA to determine whether the ‘reasonable time’ standard is met in a specific situation, either in response to a public

complaint, a proactive inspection, or a determination under section 20 of the CSPA about the adequacy and effectiveness of policing locally. That said, boards and chiefs collaborating in determining local service standards for POU deployment is both consistent with boards' governance role and may well inform any evaluation the IG ultimately conducts.

When it comes to real-time deployment, our Inspection found that different police services use different platforms to notify members of public order events and that both on-duty and off-duty members are required. Although there are different platforms used, they were all effective platforms that addressed unique local needs to facilitate POU deployment in a reasonable time.

Services are encouraged to go beyond the minimum and find ways to incorporate effective planning, intelligence-gathering and analysis resources when preparing to deploy for a particular public order event. During the inspection, the IoP was impressed by the work of PLTs. A more organized PLT network between services could share intelligence, identify collaborative strategies to engage demonstrators, and promote education on issues relevant to the public order context.



Recommendation 10:

To ensure POUs can deploy at a reasonable time, Boards and Chiefs should consider the factors under the CSPA and build capacity of PLTs to support planning strategies, as appropriate

Police service boards should confirm with their Chiefs that the service is, at a minimum, and pursuant to subsection 7(2)(1)(i) of Ontario Regulation 392/23 of the CSPA, meeting the deployment requirements in terms of the complement of their POU. This includes deploying a minimum of one section consisting of 32 police officers including a section leader and a POU commander in a reasonable time.

Boards should ensure that a POU is able to be deployed in a reasonable time, having regard to the new factors set out in the CSPA, namely:

- i. the policing needs of the community,
- ii. the geographic and socio-demographic characteristics of the police service's area of policing responsibility,
- iii. the total population and population density of the police service's area of policing responsibility,
- iv. the presence of critical infrastructure in the location where the POU is to be deployed,
- v. information about public order incidents in the police service's area of policing responsibility within at least the previous three years, including information about the scope and severity of the incidents, and,
- vi. best practices in relation to response times for POUs.

The IG encourages services, boards and stakeholders to cooperate in developing some type of analytical approach to determining what a reasonable time is. The IG would ultimately determine in the future whether the reasonable standard is met, but a cooperative approach now can assist in creating some consistency in the model.

In addition, PLT network between services could, where appropriate, share intelligence, combine strategies to engage demonstrators, promote education and work towards lawful, safe and peaceful events. To aid in this approach, **Chiefs of Police are encouraged to embed PLTs into their public order training to support their readiness and involvement in public order responses, where appropriate and at the discretion of the service.**

Furthermore, **the Ministry and Chiefs of Police should collaborate to ensure consistent training for PLTs across the province to support interoperability between services on joint service public order responses.**

iii. Embedded Fire and Paramedic Emergency Medical Services

The IoP observed that many POUs effectively embed fire and paramedic services as part of their POUs. These fire and paramedic members receive initial training and participate in annual POU training. Recognizing this could be more challenging for fire and paramedic participation in regional services and for the OPP, those that do have fire and paramedics embedded in their POUs speak favorably of their involvement and increased public and police safety during deployments. Although not mandated, continued work by police services to include and integrate these vital partners enhance a police service's ability to more fulsomely respond to public and officer safety issues that can arise in public order maintenance deployments.

Recommendation 11: Police Services should continue developing and enhancing their partnerships with local Fire and Emergency Medical Services to facilitate integration into their public order deployments, as appropriate

Most POU services had external partners such as fire services, paramedic services, and other medical professionals. The services that did use fire and EMS spoke of their positive contributions to their POUs and the enhancements they bring to public and police safety.

Chiefs of Police should continue developing and enhancing their partnerships with external emergency services and medical partners through integrated training, where feasible.

The Ministry of the Solicitor General should also examine options to coordinate and enhance the integration of Fire services in public order deployments, as appropriate.

The Ontario Public Order Hub should explore putting in place a MOU detailing the nature and expectations of these partnerships. The IG also recommends to the Ministry of the Solicitor General that if the Hub is able to develop a model MOU, these MOUs become a compliance requirement contained in Ontario Regulation 392/23 *Adequate and Effective Policing (General)*.

iv. Ontario Public Order Hub Model

During the events in 2022 related to the Freedom Convoy, the OPP was required to respond to many convoys, demonstrations, and blockades that were consistently and repeatedly emerging in communities across Ontario. This included requirements to concurrently deploy public order units to large scale protests occurring simultaneously in Ottawa, Toronto, and Windsor.

To effectively manage the simultaneous public order events, coordinated support was required from municipal police, the OPP, and RCMP public order units.

As a result, in collaboration with municipal police public order units, the OPP initiated the Ontario Public Order Hub model to ensure public order units were concurrently deployed across the province in an integrated, strategic, and risk-based manner to prevent injury, preserve life, and protect critical infrastructure.

Ultimately, the Hub model enabled the execution of an integrated planning process that facilitated the deployment of multiple public order units from not just Ontario, but throughout Canada, to effectively manage the operational priorities and respond to the Freedom Convoy occupation.

There are currently three Hubs in Ontario (East, West, and Central). The Chair of each Hub is contacted when assistance is required for POU incidents. Typically, these are planned events that are known in advance. The Hub assists by mobilizing POU deployments to public order events throughout Ontario, both in circumstances where the local police service has its own POU, but the event is beyond the scope of what they can manage with their own POU assets – and in circumstances where the public order event is occurring in a jurisdiction where the local police service does not have its own POU. The Hub model facilitates near-constant exchange of information and allows for collaborative and coordinated operational response to dynamic situations such as recent Israel and Hamas war-related demonstrations that have occurred in various locations across the province. The Hub provides immense value for POUs to collaborate, pool resources, and manage deployments in an intelligent fashion that supports a local police Chief's deployment decision-making.

However, the Hub is not formalized as an entity within Ontario's public order policing landscape. It is important to address this, and ensure that the coordination, information-sharing and policing support that it offers becomes a permanent fixture of Ontario's public order policing system. It is vital that through this formalization, police services that are part of the Hub are able to both deliver adequate and effective public order policing locally in their 'home' jurisdiction and provide effective support to others when called on to do so.

This inspection identified an increase in demand for public deployment in Ontario, that is expected to continue trending upwards. Coupled with the complexity of events witnessed in recent years that transcend jurisdictions, including areas of federal jurisdiction (e.g., international borders), these factors risk putting very real pressures on existing POUs and their services without a sustainable approach. Ontario's Public Order Hub model offers a strategic and scalable solution that not only supports Ontario but can be adopted at a national level.

Recommendation 3 in the *Report of the Public Inquiry into the 2022 Public Order Emergency* states that:

“Police and other law enforcement agencies [to] develop, in conjunction with affected governments, protocols around requests for additional law enforcement resources, where a police service is unable to respond on its own to major events, including certain protests” (Recommendation 3)¹⁵.

The Ontario Public Order Hub is the framework to bring the Inquiry's recommendation into practice, as it will address the imperative for coordination of public order resources during major events. In addition, given that public order needs are increasingly crossing jurisdictional boundaries, all orders of government should work together to find sustainable funding solutions or risk potentially greater pressure on the current system and its ability to effectively ensure public safety.

Given the IG's mandate to ensure compliance with the CSPA, the Ontario Public Order Hub model should consider the new requirements in the CSPA when entering into policing arrangements (under section 14) or making requests for temporary or emergency assistance (under section 19). There are also new requirements to provide notification to the IG where these arrangements or requests occur. It is vital that any public order maintenance collaboration directly between police services or through the Hub comply with these new requirements.

¹⁵ The Honourable Paul S. Rouleau, “Report of the Public Inquiry into the 2022 Public Order Emergency” Volume 1: Overview. (2023): pg. 252.

Recommendation 12:

The Ministry of the Solicitor General should formalize and enhance the Ontario Public Order Hub model by making it a permanent and sustainable fixture of public order policing in the province

With a view to strengthen Ontario's public order policing system so it can meet evolving challenges and deployment needs, **the IG recommends:**

- i. **That the Ministry of the Solicitor General formalize the current Ontario Public Order Hub model to ensure its long-term sustainability, effectiveness and clarity in operations. This formalization should occur through amendments to the relevant Regulations in the CSPA** that address the following:
 - A clear operational framework, with the OPP serving as Chair of the Hub and with representation from all Ontario police services that maintain a POU;
 - A single pathway for police services to request POU assistance through the Hub;
 - A coordinated approach among Hub member police services with a POU that includes the discretion for each individual police service to decide whether to provide assistance based on their own ability to continue to deliver adequate and effective public order policing locally in their 'home' jurisdiction; and
 - Mechanisms for effective planning, intelligence-gathering and resource analysis on public order policing matters, including through an organized PLT network within the mandate of the Hub.
- ii. **That the operations structure of the Ontario Public Order Hub provides appropriate notifications to the IG**, given the IG's statutory responsibility in section 20 of the CSPA to oversee and act to ensure the delivery of adequate and effective policing in the province.

Formalizing the Hub will enhance the effectiveness of Ontario's Public Order policing system, improve the coordination of resource deployments, and facilitate information-sharing that improves outcomes. This formalization will also ensure that the Hub becomes a permanent fixture of Ontario's policing system.

Promising Practices Towards Continued Improvement

Beyond evaluating compliance with the CSPA, the IoP is committed to identifying leading practices that are working well in policing, assisting the sector in embracing these practices, and raising the overall performance bar. While inspecting for compliance with the PSA, the IoP was also able to observe promising practices within police services as they relate to public order maintenance. The IoP strongly encourages boards, Chiefs' and the OPP Commissioner to consider adopting these promising practices as they move towards compliance with the CSPA and its regulations concerning public order maintenance.

Continued Development of Training

The inspection revealed that every police service in Ontario either met or exceeded the previous training guideline provided in the PSM. Initial POU training is now regulated in the CSPA's training regulation (Ontario Regulation 87/24), which includes mandatory training for members, supervisors of POUs, and tactical commanders of a POU.

There are some services that are supplementing mandated training, such as cultural sensitivity training, that is specific to the context in which they are policing, to aid those POU members in understanding the best approach to these events. One example the IoP learned of is Toronto Police Service POU members receiving additional *"Foundations of Islam and Addressing Islamophobia, Community Trust and Allyship in Policing"* training through an online course available on the Canadian Police Knowledge Network (CPKN) platform. While it is beyond the scope of the inspection to evaluate any specific training of this kind, this is one example of culturally relevant training that police services are providing to their members to make them more aware and effective when engaging in public order maintenance. The IoP views this approach as promising to promoting effective management of events through awareness and education. The IoP also encourages services to share their approaches to training enhancements to drive improved overall performance of public order maintenance across the province.

Additional Resources

During the on-site inspections, the IoP found that many POUs in the province use varying community resources and physical resources as part of their POUs. These include:

j) Police Liaison Teams

Although it was not the central focus of this inspection (as it is not a requirement under the PSA or CSPA), police services that had PLT officers routinely expressed their value in helping to mitigate issues that can arise in public order events. This role was highlighted during proceedings of the federal Public Order Emergency Commission as being a front-facing tool to look at strategies, planning and building front-end relationships with participants during demonstrations. The inclusion of a PLT, with a consistent focus on building trust, engaging demonstrators and understanding crowd dynamics, provides a valuable tool for better managing demonstrations to ensure lawful, peaceful and safe events for the participants, the broader public and the police officers on the ground.

There are currently several POUs that use PLTs. These teams interact with event organizers prior to the public order event, and often can open and maintain positive dialogue and interface capability that yields positive public safety results. The IoP strongly encourages those POUs that do not currently incorporate PLTs in their approach to consider them and consult with services that use PLTs to gain the benefit of their experience.

Given their promising results and the importance of their role, the IoP would recommend that the formal inclusion within the mandate of the Ontario Public Order Hub.



ii) Mounted Police Units

Two police services continue to maintain mounted police units, with other services taking steps towards establishing a mounted unit. Although there are few units currently, the option exists for police services to request assistance from these Mounted Police units from other police services when their support may be deemed beneficial.

Among other duties, these units can be used to supplement POUs and assist in responding to crowd management situations. Due to the tall stature of officers on horseback, they create a presence with a unique observation perspective, an expanded field of vision, while also providing the ability to move large crowds and effect crowd control.



iii) Remotely Piloted Aircraft Systems

Many POU are utilizing Remotely Piloted Aircraft Systems (RPAS) and have seen success with them. The RPAS provides real-time, 'birds-eye' view of mass gatherings. It features the ability to zoom closely on any area of interest to provide vital information in dynamic situations that may otherwise not be available. This information can assist POU in effectively identifying public safety risks that may not be visible, as well as serve as a command tool to observe, manage and direct POU operations. The value of RPAS technology is now cemented in the requirement under CSPA Ontario Regulation 392/23, where every POU shall be provided with an RPAS.

iv) Fluorescent High Visibility Ball Caps

POUs are often deployed in large crowd settings with public order members dispersed within the large crowds. Both given the nature of these dispersed deployments, and what will become the increasing use of RPAS, a few services opted to issue fluorescent ball caps to their POU members to improve visibility on the ground for members of the public, and from above for the police service managing the POU's operations.

The overall feedback from services that used fluorescent ball caps were positive, noting that members of the POU are easily identified and can be tracked during a fluid and evolving deployment. This was beneficial at large events with multiple POU's present. The fluorescent ball caps make easier for command staff to visualize where their members were within the crowds, both by traditional observation or new RPAS assistance, and then better manage and respond to evolving public order events.



Conclusion

Over the course of recent years, Ontario experienced a surge in protests, demonstrations, and civil disobedience to express dissatisfaction with government policy, local matters, and world events. As displayed in 2022, with the vaccine anti-mandate protests and blockades, these events can become complex and span multiple jurisdictions across the province. The ability for police to maintain their preparedness to effectively manage these events in a lawful, peaceful, and safe manner is crucial.

Overall, Ontario's police services continue to adapt to address public order situations. Collaboration among POUs in Ontario, facilitated through the Ontario Public Order Hub model, is one such example. Formalizing, clarifying the mandate, and strengthening the governance of the Ontario Public Order Hub model will better support the coordination and mobilization of resources across Ontario jurisdictions and stands out as an approach that should continue to be strengthened. This Spotlight Report includes the IG's recommendations for several enhancements to Ontario's Public Order policing system that will serve the broader provincial interest.

Also, it is encouraging that boards and police services demonstrate a high degree of compliance with the inspected sections of the PSA and its regulations, up to the transition to the CSPA. The inspection did not reveal situations where current resources were unable to react within a reasonable amount of time. Although the factors to consider in defining what is a 'reasonable time' have evolved under the CSPA, this is an encouraging finding.

The CSPA and its regulatory requirements concerning public order maintenance now better position boards, police services and the IoP to assess the extent and manner to which policing services are meeting the needs of Ontario communities. This work appears to be underway, with services that have POUs actively reviewing their needs to increase complements to balance potential fatigue of current resources. At this time, it is recommended that all police services and boards expedite a review of their procedures and policies to ensure compliance with both CSPA and its regulations, all with a view to putting in place the necessary governance and operational direction to ensure the delivery of adequate and effective policing.

Beyond compliance with legislative and regulatory requirements, and as we have outlined in this report, there are several areas where boards and services must use data and trend analysis to ensure they are as prepared as possible to deliver adequate and effective policing locally. Whether a police service has its own POU, or relies on another service's POU, the dynamic nature of public order maintenance requires advanced planning and the necessary mechanisms in place to meet what is clearly an increasing

need for these resources. To this end, boards must also consider the specific financial needs associated with public order maintenance as part of their mandate to ensure adequate and effective policing is being delivered locally.

Given the IG's mandate to monitor the delivery of adequate and effective policing across the province, the IG and IoP will continue to pay attention to public order maintenance in Ontario. Through its continued activities, the IoP is committed to equipping police services and boards with evidence-based research and data to support their efforts in providing the best possible policing services to their communities.

The IoP looks forward to unlocking the improved performance that can come from the implementation of the specific recommendations made in this Spotlight Report.

Appendix A:

Comparison of Legislative Requirements for Public Order Maintenance

Prescribed requirements under **Police Services Act** vs **Community Safety and Policing Act**

Note: This is a high-level summary of the requirements only. For detailed information, please refer to the legislation.

	Police Services Act <i>(Repealed)</i> <u>Ontario Regulation</u> <u>3/99</u>	Community Safety and Policing Act <i>(In Force)</i> <u>Ontario Regulation</u> <u>392/23</u>
Responsibilities of the Board	Shall have a POU or have an agreement with another board/OPP for the service Shall establish a Policy	Shall have a POU or have an agreement with another board/OPP for the service Shall establish a Policy
Responsibilities of the Chief of Police / OPP Commissioner	Shall have establish Procedure: <ul style="list-style-type: none"> • Circumstances for deployment • Labour disputes Shall have Manual available for all members Ensure POU members have the appropriate skills, knowledge and abilities Must have skills development and learning plan for members of a POU	Shall establish Procedure: <ul style="list-style-type: none"> • For functions and responsibilities • Deployment of POU • Debriefing following deployment • Labour disputes • Protests, demonstrations & occupations Ensure training as per Ontario Regulation 87/24 and the Ontario Police College: <ul style="list-style-type: none"> • Public Order Operator • Public Order Section Lead • Public Order Commander Must have a skills development and learning plan for members of a POU as per Ontario Regulation 399/23

<p>Public Order Unit</p>	<p>Shall consist of a unit supervisor and at least four squads of seven officers, including the squad leader</p> <p>Must be able to be deployed in a reasonable time</p>	<p>At a minimum, a section of the unit consisting of at least 32 police officers, including a section leader, and a public order commander.</p> <p>Must be able to be deployed in a reasonable time, having regard to,</p> <ul style="list-style-type: none"> i. the policing needs of the community, ii. the geographic and socio-demographic characteristics of the police service's area of policing responsibility, iii. the total population and population density of the police service's area of policing responsibility, iv. the presence of critical infrastructure in the location where the POU is to be deployed, v. information about public order incidents in the police service's area of policing responsibility within at least the previous three years, including information about the scope and severity of the incidents, and vi. best practices in relation to response times for POU.
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Contact Us



Inspectorate of Policing
777 Bay Street, 7th Floor
Toronto, ON M5G 2C8



Tel: 1-888-333-5078



www.loPOntario.ca

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