



TIMMINS POLICE SERVICE BOARD Regular Meeting Agenda

Thursday, April 24, 2025 at 11:00 AM
Timmins Police Service Community Boardroom

Members:

Kraymr Grenke, Chair
Kristin Murray, Vice-Chair
Steve Black, Member
Jamie Clarke, Member
Cheryl St-Amour, Member
Dave Landers, Board Secretary
Tina Perreault, Administrative Assistant

Police Services Advisor:

Tom Gervais

Timmins Police Service:

Sydney Lecky, Chief of Police
Darren Dinel, Deputy Chief of Police
Paula Del Guidice, Chief Human Resources Executive

Page

1. CALL TO ORDER

2. LAND ACKNOWLEDGEMENT

3. APPROVAL OF AGENDA

a) **Approval of Agenda (R)**

BE IT RESOLVED THAT the agenda for the April 10, 2025, meeting of the Timmins Police Services Board be approved.

4. DECLARATION OF PECUNIARY INTEREST

5. APPROVAL OF PREVIOUS MINUTES

a) **Approval of Previous Minutes (R)**

BE IT RESOLVED THAT the minutes of the March 27, 2025, meeting be approved.

6. BUSINESS ARISING FROM THE MINUTES

3 - 21

7. NEW BUSINESS

- a) Update on Activities - Chief Lecky
- b) Indigenous Advisory Committee Update - Chief Lecky
- c) Board Chair Update - Chair Grenke
- d) Statistical Report - Chief Lecky/Deputy Chief Dinel
- e) HR Staffing Updates - CHRE Del Guidice
- f) By-Law #1 to #5 Review - Chair Grenke
- g) Correspondence - Dave Landers

22 - 48

49 - 89

8. OTHER MATTERS

9. CLOSED MEETING

- a) Closed Meeting

BE IT RESOLVED THAT the Timmins Police Service Board does hereby proceed into a closed meeting for consideration of the confidential matters pursuant to Section 44 of the Community Safety and Policing Act, Section 44 (2) (a) the security of the property of the board;

(b) personal matters about an identifiable individual, including members of the police service or any other employees of the board;

(d) labour relations or employee negotiations;

10. NEXT MEETING

The next meeting is May 8, 2025.

11. ADJOURNMENT



**TIMMINS POLICE SERVICE BOARD
Regular Meeting Minutes**

**Thursday, March 27, 2025 at 11:00 AM
Webex**

Present: Jamie Clarke
Kraymr Grenke
Dave Landers
Kristin Murray
Tina Perreault

Absent: Steve Black
Cheryl St-Amour

Police Services Advisor: Tom Gervais

Timmins Police Service: Sydney Lecky, Chief of Police
Darren Dinell, Deputy Chief of Police
Paula Del Guidice, Chief Human Resources Executive

Guest:

1. **CALL TO ORDER**
The meeting was called to order at 11:10 am.

2. **LAND ACKNOWLEDGEMENT**
Land acknowledgment completed.

3. **APPROVAL OF AGENDA**
a) **Approval of Agenda (R)**

2025-25
Moved by Kristin Murray
Seconded by Jamie Clarke

BE IT RESOLVED THAT the agenda for the March 27, 2025 meeting be amended to include Updates from the Chief and Section 44 2 (g) 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 of the Community Safety and Policing Act.

CARRIED

4. DECLARATION OF PECUNIARY INTEREST

There were no declaration of pecuniary interest.

5. APPROVAL OF PREVIOUS MINUTES

a) Approval of Previous Minutes (R)

2025-26

Moved by Jamie Clarke

Seconded by Kristin Murray

BE IT RESOLVED THAT the minutes of the March 13, 2025 meeting be approved.

CARRIED

6. BUSINESS ARISING FROM THE MINUTES

7. NEW BUSINESS

a) Update on Activities - Chief Lecky

Chief Lecky provided an update on recent incidents. He also provided an update on activities, which included the Mayor's State of the City, the review of the Living Space relocation, and the CAMSafe Online Reporting tool.

[Chief's Activities - March 13 2025 - Open](#)

[TPS Online Resources](#)

[CAMSafeOnline Reporting](#)

8. CLOSED MEETING

a) Closed Meeting

2025-27

Moved by Kristin Murray

Seconded by Jamie Clarke

BE IT RESOLVED THAT the Timmins Police Service Board does hereby proceed into a closed meeting for consideration of confidential matters pursuant to Section 44 of the Community Safety and Policing Act, Section 44(2)

(b)personal matters about an identifiable individual, including members of the police service or any other employees of the board;

(g) 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;

CARRIED

9. **OTHER MATTERS**

10. **NEXT MEETING**

Next meeting is April 10, 2025.

11. **ADJOURNMENT**

2025-28

Moved by Kristin Murray

Seconded by Jamie Clarke

BE IT RESOLVED THAT the meeting be adjourned at 11:47 am.

CARRIED

CHAIR

SECRETARY

MINUTES ITEM #a)

Timmins Police Service Board



TELEPHONE (705) 360-2601- FAX (705) 360-2674
220 ALGONQUIN BLVD. EAST
TIMMINS, ONTARIO
P4N1B3

TO: Timmins Police Service Board
FROM: Chief Lecky
CC:
DATE: March 27th, 2025
RE: Chief Updates/Activities - Open

Activities

- Mayors State of the City
- Living Space Relocation Review- Indigenous consultation
- Attended the Ghanaian Community gathering on Saturday

Update

- Homicide Investigation- Cleared by charge
- Several in past week – industrial accident, forcible confinement, firearms related event – all resolved
- Presentation for the BIA/Chamber related to online reporting

Sydney Lecky
Chief of Police

MINUTES ITEM #a)



TIMMINS POLICE SERVICE

ENHANCING COMMUNITY SAFETY: CAMSAFE & ONLINE REPORTING

This resource provides an overview of CAMSafe, a security camera registry designed to assist police in solving crimes, and our Online Reporting tool, which allows residents to report non-emergency incidents conveniently.

Learn how these tools enhance community safety and how you can participate.

CAMSAFE: NEIGHBOURHOOD WATCH 2.0

WHAT IS CAMSAFE?

CAMSafe is a voluntary CCTV and security camera registry designed to assist police in solving crimes and keeping our community safe.

- A registry for security cameras, CCTV systems, and doorbell cams across Ontario.
- Only police have access to the database of registrants.
- No access to your footage—officers will contact you if your footage may assist an investigation.
- You can update or delete your information at any time.

HOW IT WORKS

1. If a crime occurs in an area, police can use CAMSafe to locate registered cameras nearby.
2. Officers will contact camera owners to request footage if needed.
3. You are under no obligation to provide footage.

WHO CAN ACCESS YOUR CAMERA?

Only you! Police agencies cannot access your live feed or stored footage. CAMSafe simply helps officers know where cameras are located to assist investigations.



**JOIN THE EFFORT TO MAKE OUR COMMUNITY SAFER!
REGISTER YOUR CAMERAS TODAY AT CAMSAFE.CA.**



ONLINE REPORTING

If the crime is in progress or an emergency, call 911!
For non-emergencies, call 705-264-1201 if you know the suspect's name or whereabouts.

WHY REPORT ONLINE?

- **Enhance Community Safety:** Your reports help police track safety concerns and trends.
- **Efficient Resource Allocation:** Keeps emergency lines open for urgent matters.
- **24/7 Accessibility:** Report anytime, from anywhere, using any device.
- **Empowerment:** Your report ensures every concern is documented and considered in policing strategies.

TYPES OF INCIDENTS YOU CAN REPORT ONLINE

- Theft from Vehicle
- Lost/Misplaced Property
- Property Damage/Vandalism
- Vehicle Damage/Vandalism
- Traffic Violation
- Gas Station Theft
- Fraud/Cybercrime
- Break and Enter
- Theft Under \$5,000
- Bullying/Harassment (Verbal, Physical, Cyber)



CAN I ATTACH PHOTOS/VIDEOS?

Yes! Most reports allow you to attach images or videos to provide additional details.

**TAKE AN ACTIVE ROLE IN KEEPING YOUR NEIGHBOURHOOD SAFE.
REPORT ONLINE AT TIMMINSPOLICE.CA.**

185 SPRUCE STREET SOUTH | 705-264-1201 | WWW.TIMMINSPOLICE.CA





CAMSAFE

SOURCING VIDEO

Locating video evidence takes hours, if not days, to complete for investigators.

CAMSAFE IS A SOLUTION.



A SIMPLE ANSWER

CAMSafe empowers the community to **partner** with police to solve crime.

CAMSafe is a **voluntary** web-based registry of contact information for owners of security cameras and doorbell cams.



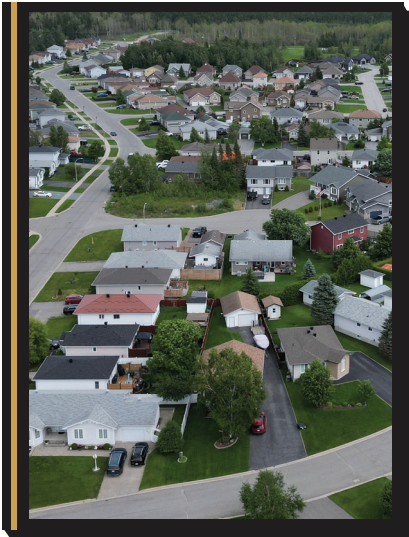
A NEW APPROACH

As much as it is a tool for law enforcement, CAMSafe has become an incredible way for police, municipal leaders and the public to partner to make communities safer.



THE PUBLIC SIDE

CAMSafe is divided into two sides: one for the public, one for the police. When public users login, they can only view their own information - nothing else.



PUBLIC REGISTRATION

CAMSAFE

ABOUTFAQREGISTERLOGIN

Register

Account Information

Email

Password

Confirm Password

Contact Information

Name

Phone

Address

Name

Use this address name to help identify it

Search for your address

Address Type

Residential

Register

Registrants can ONLY see the information related to their account. Users, such as business owners, can register multiple addresses and cameras. Users can also upload screenshots of camera views, which is demonstrated in this image below.

CAMSAFE

ADD CAMERA

Jeremy Ashley

Email

Phone

Edit Contact Information

Addresses

ADD ADDRESS

Name

Residential

✓ YES

List of your addresses

Cameras

ADD CAMERA

Upload Image

Upload Image

Front deck

Address

Selection Count

Type Location

Registered On: 2022-09-08 08:00:00

Tags

✓ YES

Front walkway

Address

Selection Count

Type Location

Registered On: 2022-09-08 08:00:00

Tags

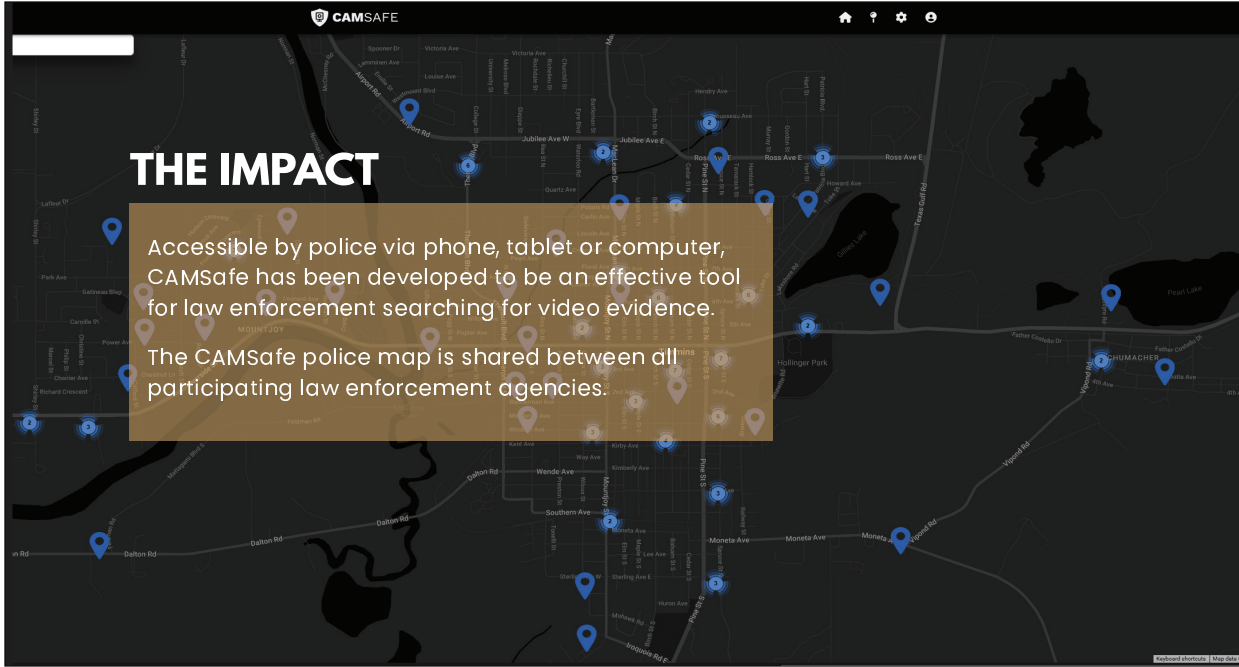
✓ YES

There is no account information or live feed of video through CAMSafe.

THE POLICE SIDE

The law enforcement side of CAMSafe which is built on a mapping system integrating the information from voluntary public registrants.







THE FINE PRINT

- Provided at **NO COST** to all police agencies, regardless of size, budget
- Strategy to enhance crime prevention and advance public partnerships
- Ongoing promotion on all levels of government and within agencies as CAMSafe spreads



ONLINE REPORTING



Report Non-Emergency Incidents Online at TimminsPolice.ca

- If the crime is in progress, or it is an immediate emergency, call 911!
- If it is not an emergency and you know the suspect's name or whereabouts, call the police at 705-264-1201.

WHY USE IT?

- Community Safety
- Efficient Resource Allocation
- 24/7 Accessibility
- Empowering Residents





Report Non-Emergency Incidents Online

Otherwise:

- If the crime is **in progress**, or it is an **immediate emergency**, call **911!**
- If it is not an emergency and you know the suspect's name or whereabouts, call the police at **705-264-1201**.

File a New Report

Report a new non-emergency incident

REPORT NOW

Add Information to an Existing Report

For example, if you forgot to include some details or a photo, or an officer asked for more information

ADD INFORMATION

Choose your report type to get started:

 Theft from Vehicle Unauthorized removal of proper...	 Lost/Misplaced Property Items that are missing or mispl...
 Property Damage/Vandalism Unauthorized or intentional van...	 Vehicle Damage/Vandalism Vandalizing or defacing a vehicl...
 Traffic Violation Observations of dangerous or a...	 Gas Station Theft Fuel is taken from a gas station...
 Fraud / Cybercrime You or your business have been...	 Break and Enter Entry gained by unknown perso...
 Theft Under \$5,000 Taking property without the ow...	 Bullying/Harassment (Verbal, Physical, Cyber) Aggressive behaviour intended ...
ADD INFORMATION TO EXISTING REPORT	





THANK YOU

- 705-264-1201
- www.timminspolice.ca
- 185 Spruce Street South,
Timmins, ON P4N 2M7





Timmins Service Board

By-Law #1

Timmins Police Service Board – Appointment of Board Members, Member Oath of Office and Training

Legislative Reference / Authority

Community Safety and Policing Act (CSPA) and Regulation 416/23

1. Preamble

As prescribed in the *Community Safety and Policing Act* and through Regulation(s) the Timmins Police Service Board shall establish policy(ies) consistent with the *Act*, Regulation(s) and any other applicable legislation.

2. Appointment of Board Members

- a. In appointing or reappointing a member of a Police Service Board, the appointing person or body shall consider:
 - i. The need to ensure that the Police Service Board is representative of the area it serves, having regard for the diversity of the population in the area;
 - ii. The need for the Police Service Board to have members with the prescribed competencies, if any; and
 - iii. Any applicable diversity plan.

3. Police Record Check

- a. The appointing person or body must consider the results of a potential appointee's police record check that was prepared within the past 12 months before appointing him or her as a member of a Police Service Board.

4. Revocation of appointments

- a. For greater certainty, the power to appoint a member of a Police Service Board includes the power to revoke the appointment and to appoint a replacement.

5. Other Ineligible Persons

- a. The following persons are not eligible to be members of a Police Service Board:
 - i. A judge or justice of the peace;
 - ii. A member of a police service, a Special Constable or a First Nation Officer;
 - iii. Any person who practices criminal law as a defence counsel or as a prosecutor;



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- iv. A director, officer or employee of a prescribed policing provider;
- v. A former member of a police service is not eligible to be a member of a Police Service Board unless:
 - (a) The Police Service Board does not maintain a police service that the person was a member of; and
 - (b) At least one year has passed since the person ceased to be a member of any police service.

6. Seat Vacated by Ineligibility

- a. A member of a Police Service Board shall vacate his or her seat if he or she becomes ineligible to be on the board; and
- b. If a seat becomes vacant, the Police Service Board shall notify the person or body responsible for appointing a replacement.

7. Members Appointed by the Municipality

- a. Term of office
 - i. The term of office for a member of a municipal board appointed by resolution of a municipality shall be set out by the municipality in his or her appointment, but shall not exceed the term of office of the municipal council that appointed the member; and
 - ii. A member of a municipal board appointed by resolution of a municipality may continue to sit until the earlier of:
 - (a) Six months after the expiry of his or her term of office; or
 - (b) The day the member's successor is appointed by the municipality.

8. Vacancy

- a. If the position of a member of a municipal board who is appointed by resolution of a municipality or who holds office by virtue of being the head of a municipality becomes vacant, the board shall notify the municipality and the municipality shall appoint a replacement.

9. Remuneration

- a. The members of the municipal board who are appointed by the Lieutenant Governor in Council or by the Minister and the citizen appointed by Council shall be remunerated in accordance with the regulations made by the Minister.



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10. Oath or Affirmation

- a. All members of the Timmins Police Service Board shall at the time of their appointment, take an oath or affirmation of office in the form prescribed by the Minister (below):
 - i. 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 (*Timmins Police Service Board*) 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.*)

11. Training

- a. Subsection 35(2) of the *Community Safety & Policing Act* provides that a member of a Police Service Board shall successfully complete the following training:
 - i. The training approved by the Minister with respect to the role of a Police Service Board and the responsibilities of members of a board or committee;
 - ii. The training approved by the Minister with respect to human rights and systemic racism; and
 - iii. The training approved by the Minister that promotes recognition of and respect for the diverse, multiracial and multicultural character of Ontario society; and the rights and cultures of First Nation, Inuit and Métis Peoples.
- b. Any other training prescribed by the Minister.

12. Training Not Completed

- a. A member of a Police Service Board or committee shall not exercise the powers or perform the duties of a board or committee member until the member has successfully completed the training described in Section 3 (above).
- b. With the release of the *CSPA* and its Regulations; Board Members have until September 2024 to complete the training while new members will have to have it completed within 6 months of their appointment.



Timmins Service Board

Read the first time this ____ day of ____, 20__

Read the second time this ____ day of ____, 20__

Read the third time this ____ day of ____, 20__

Board Chair



Timmins Police Service Board

By-Law #2

Timmins Police Service Board

Governing the Conduct of Business of the Timmins Police Service Board

Legislative Reference / Authority

Community Safety and Policing Act and Regulations, Special Investigations Unit Act and Municipal Freedom of Information and Protection of Privacy Act

Preamble

1. As prescribed in the *Community Safety & Policing Act (CSPA)* and through *Regulation* the Timmins Police Service Board shall establish policy(ies) consistent with the *Act*, *Regulation(s)* and any other applicable legislation.

2. Definitions

Board: Timmins Police Service Board.

Chair: Member elected to be the Chair of the Board.

Member: Member of the Board.

Board Secretary: Secretary of the Board.

Seriatim: taking one subject after another in regular order; point by point.

Vice Chair: Member elected as Vice-Chair of the Board.

3. Application

- a. The rules of procedure contained in this By-Law shall be observed in all proceedings of the Board and shall be the rules for the order and dispatch of business before the Board and where applicable, in a Committee of the Board; and
- b. The rules of procedure may be suspended by a vote of the majority of the Members present and voting.

4. Board Membership

- a. The Board shall consist of:



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- i. The head of the municipal council, or if the head chooses not to be a Member, another council Member appointed by resolution of council;
- ii. One person of the council appointed by resolution of council;
- iii. One person appointed by resolution of council, who is neither a Member of council nor an employee of the municipality; and
- iv. Two persons appointed by the lieutenant governor in council.

5. Meetings of the Board

- a. Pursuant to Section 43(1) *CSPA*, the Board shall hold at least four meetings each year.
- b. At its first meeting of each year, the Board shall:
 - i. Elect a Chair and Vice-Chair for that year;
 - ii. Schedule meetings of the Board, which may be amended by a majority of the Members for the following meeting; and
 - iii. Appoint a Board Secretary.
- c. In addition to regular meetings, the Chair may summon a Special Meeting of the Board at any time.
- d. The Chair shall summon a Special Meeting of the Board when requested in writing to do so by a majority of its Members.
- e. In the absence of the Chair, or if the office is vacant, the Vice-Chair shall summon a Special Meeting of the Board when required in writing to do so by a majority of its Members.

6. Agenda and Meetings

- a. The Chair, after consultation with the Chief, shall prepare an agenda for the meeting. Any Member may submit items for the agenda to the Chair before the agenda is sent to the Members. The Chair will also consider additional items at the meeting; and
- b. In accordance with Section 43 *CSPA*; meetings and hearings conducted by the Board shall be open to the public and notice of them shall be published on the Internet at least seven days before the meeting, unless there are extraordinary circumstances. The notice must include:
 - i. The proposed agenda for the meeting;



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- ii. The record of the most recent meeting of the Board that was open to the public, other than the record of any part of the meeting that was closed to the public; and
 - iii. Instructions on how a Member of the public may access the record in subsection 6.b.ii.
- c. The Board shall deal with matters in the following order during its regular public meetings, subject to confirmation from the Chair:
- i. Ceremonial Activities / Announcements;
 - ii. Confirmation of the Agenda;
 - iii. Confirmation or Correction of Minutes;
 - iv. Reports from Committee Chairs & Minutes;
 - v. Declarations of Interest (*Municipal Conflict of Interest Act*);
 - vi. Inquiries;
 - vii. Chair's Verbal Report;
 - viii. Chief's Verbal Report;
 - ix. Consideration of Reports;
 - x. Communications;
 - xi. New Business; and
 - xii. Adjournment.
- d. A separate in-camera meeting will be held prior to the regular public meeting for the consideration of in-camera items.
- e. The Board may, as per Section 44 *CSPA*, exclude the public from all or part of a meeting or hearing if it is of the opinion that matters involving:
- i. The security of the property of the Board;
 - ii. Personal matters about an identifiable individual, including Members of Timmins Police Service or any other employees of the Board;
 - iii. A proposed or pending acquisition or disposition of land by the Board;
 - iv. Labour relations or employee negotiations;
 - v. Litigation or potential litigation affecting the Board, including matters before administrative tribunals;
 - vi. Advice that would be inadmissible in court by reason of any privilege under the law of evidence, including communications necessary for that purpose;
 - vii. Information explicitly supplied in confidence to the Board by Canada, a province or territory of a Crown agency or any of them, a municipality, or a First Nation;



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- viii. 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;
 - ix. A trade secret or scientific, technical, commercial, or financial information that belongs to the Board and has monetary value or potential monetary value;
 - x. A position, plan, procedure, criteria, or instruction to be applied to any negotiations carried on or to the carried on by or on behalf of the Board;
 - xi. Information that Section 8 of *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) would authorize a refusal to disclose if it were contained in a record; and
 - xii. An ongoing investigation respecting the Board.
- f. A meeting or part of a meeting of a Board, or a committee of the Board, shall be closed to the public if:
- i. The subject matter being considered is requested under *MFIPPA*. If the following conditions are both satisfied;
 - ii. The meeting is held for the purpose of educating or training Members; and or
 - iii. At the meeting, no Member considers or otherwise deals with any matter in a way that materially advances the business or decision-making of the Board.
- g. Members shall 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:
- i. For the purpose of complying with an inspector exercising their powers under the *CSPA*;
 - ii. As may otherwise be required in connection with the administration of the *CSPA*, the *Special Investigations Unit Act*, or the *Regulations* made under them.
 - iii. As may be required for a law enforcement purpose; and
 - iv. Where disclosure is otherwise required by law.
- h. The Board will set aside for scheduled deputations, the first half-hour of each regular Board Meeting. Deputations shall be limited to a maximum of 10 minutes each, such time limits to be extended with the consent of the Board.
- i. The Police Service Board shall publish any directions given to the Chief of Police.



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7. Absence of Quorum

- a. A majority of the Members present constitutes a quorum.
- b. If a quorum is not present within 30 minutes after the time appointed to commence a Board Meeting, the Secretary shall record the names of the Members present and the meeting shall be adjourned until the next meeting.

8. Absence of Chair

- a. If the Chair does not attend a meeting of the Board within 10 minutes of the appointed time of the meeting, the Vice-Chair shall preside until the arrival of the Chair;
- b. When the Chair is absent for any reason, the Vice-Chair shall act in their place until such time as the Chair returns and is able to resume their duties; and
- c. While presiding over a Board Meeting, the Vice-Chair has and may exercise all the rights, powers and authority of the Chair under this by-law.

9. Calling of Meeting to Order

- a. As soon as the hour fixed for the Board Meeting and a quorum is present, the Chair shall call the Members to order.

10. Order of Proceedings

- a. As a general rule, the Board shall deal with matters in the order shown on the agenda. The Chair may, with the approval of a majority of the Board, alter the order established to facilitate the business of the meeting.

11. Motions

- a. A motion shall be moved and seconded before being discussed or being put to a vote;
- b. The Secretary shall read a motion before a vote is taken if requested to do so by a Member.



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- c. After a motion has been seconded, it may be withdrawn by the mover and seconder at any time before a vote is taken;
- d. The Chair does not normally vote on a motion; however, they may elect to do so at their discretion;
- e. A motion shall be deemed to have been carried when a majority of the Members present and voting have expressed their agreement with the question;
- f. When the Chair is satisfied that a question contains distinct proposals, they may divide the question, or upon the request of a Member, shall divide the question, and the vote upon each proposal shall be taken separately;
- g. When a recorded vote is requested by a Member, the Secretary shall record the name and vote of every Member on the question. The Chair votes on a recorded vote;
- h. The Chair is expected to vote to break a tie in a non-recorded vote;
- i. A tie in a recorded vote shall mean that the motion is defeated; and
- j. If a Member does not vote when the question is put forward, they shall be deemed to have voted in the negative, except where the Member is prohibited from voting by statute.

12. Rules of Debate/Procedure

- a. Before speaking to a question or motion, a Member shall address the Chair;
- b. When two or more Members indicate their intention to speak, the Chair shall recognize the Member who, in their opinion, first indicated the intention to speak to the question or motion;
- c. A Member may require the question or motion under discussion to be read at any time during the debate but not as to interrupt a Member who is speaking;
- d. The Chair may take part in any debate without leaving the chair. If the Chair desires to introduce a motion or by-law, they shall leave the chair for that



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purpose and shall call on another Member to fill their place until they resume the chair;

- e. If a question of procedure should arise during the course of a meeting not covered by this policy, it shall be determined by the Chair with reference to Robert's Rule of Order; and
- f. The provision of this policy is intended to govern the conduct of the business at meetings of the Board. Any variation from it shall not invalidate any action taken at a regularly constituted meeting of the Board.

13. Appeal

- a. A Member may appeal the decision of the Chair to the Board on a question of order or on a question on how the business of a meeting should be conducted;
- b. The Member appealing may state the reason for the appeal and be present and the Member must be from the prevailing side;
- c. The Chair will then rule on the appeal, briefly stating their reasons;
- d. The Chair's decision will be voted upon by the Board, with a majority determining the appeal;
- e. Once the Board has voted on the appeal the decision is final and cannot be reconsidered; and
- f. All motions and resolutions shall be in writing.

14. Amendments

- a. Amendments will be decided or withdrawn prior to the main questions being put to the vote;
- b. Secondary amendments shall be voted on before primary amendments (this is in reverse order in which they are accepted);
- c. Amendment of this Procedural By-Law shall require a simple majority of the Members present at a regular meeting subject to a notice of motion to amend the procedural policy having been given in writing at the regular meeting prior to the regular meeting when the amendment is to be considered; and



Timmins Police Service Board

- d. All amendments shall be in writing.

15. Appointment to Committees

- a. The Board may appoint two or more Members to a committee of the Board to inquire into and report to the Board;
- b. Any number of additional Members, as long as a majority of the committee is composed of Members of the Board; and
- c. Pursuant to the *CSPA* only one Member of the Board is required to sit on a committee if the Board's power to bargain under Part XIII of the *Act* is the only power that has been delegated to the committee. No more than two Board Members can attend a negotiation session.

16. Personnel and Labour Relations Committee and Freedom of Information and Protection of Privacy Act Committee

- a. The Personnel and Labour Relations Committee has the authority to deal with matters relating to the negotiation and administration of Collective Agreements, the administration of employee benefit plans, the hearing of formal and informal grievances and under the terms of the collective agreements or arising out of personnel policies, hiring and termination, the supervision of the employment equity plan and such matters as may be assigned to it from time to time from by the Board;
- b. The Labour Relations Committee and Freedom of Information and Protection to Privacy Committee has the authority to make final decisions pertaining to requests for the release of Board records under the *Act* and to act as "Head of the Institution" as specified in the *Act*. This Committee may delegate the functional responsibility of the responding to requests for release of information of Police Service records to the Chief of Police and/or Chief's designate; and
- c. The Negotiating Committee for the Board shall comprise of one or more Board Members, the Chief of Police or designate and the Board's consultant or other such person the Board deems necessary.

17. Duties of the Chair

- a. It shall be the duty of the Chair to:
 - i. Open the Board Meeting by calling the Members to order;



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- ii. Announce the business before the Board in the order it is to be acted upon;
 - iii. Receive and submit, in the proper manner, all motions presented by the Members;
 - iv. Put to a vote all questions, that are duly moved and seconded and to announce the results;
 - v. Decline to put to a vote, motions that infringe upon the rules of procedure or that are beyond the jurisdiction of the Board;
 - vi. Guide the debate according to the rules of procedure;
 - vii. Remind the Board on points of order as necessary; and
 - viii. Adjourn the meeting upon motion duly moved and seconded when the business is concluded. A motion to adjourn is not debatable.
- b. The Chair shall be the sole spokesperson for the Board unless another Member is designated by the Board.

18. Duties of the Secretary to the Board

- a. The Secretary to the Board shall take minutes of each Board Meeting and shall include:
- i. The place, date, and time of the meeting;
 - ii. The names of presiding Officer or Officers and record the attendance of Members; and
 - iii. All other proceedings of the Board without note or comment.
- b. The Secretary to the Board shall:
- i. Ensure that the minutes of the last regular Board Meeting are delivered to all Members and are included in the agenda for the next regular Board Meeting;
 - ii. Receive all communications addressed to the Board and prepare and issue under their signature all communication arising from the proceedings of the Board unless otherwise directed by the Board;
 - iii. Assist the Chair with the preparation and distribution of the agenda for the Board Meetings;
 - iv. Submit the details of the agenda including any direction the Board has provided to the Chief of Police for inclusion on the internet; and
 - v. Perform all other duties as directed by the Board.



Timmins Police Service Board

19. Special Meetings

- a. Special Meetings of the Board may be held in person or by electronic means. (e.g. email, other internet-based communications systems, telephone conferences, video conferences, etc.);
- b. Special Meetings of the Board may be called to deal with matters that would otherwise form part of either the Board's public agenda or the Board's in-camera agenda;
- c. The Chair shall call for a Special Meeting by attempting to contact all otherwise available Members via their preferred contact method. There is no minimum notice required to Members to conduct a Special Meeting;
- d. In order for a Special Meeting to be properly constituted, a quorum of the Board must be participating in the meeting. All participating Members must have access to the required technology or otherwise be present in order to fully participate in the meeting;
- e. Participating Members are assumed to be present throughout the entire Special Meeting unless they advise the Chair to the contrary. A quorum of the Board must be present at all times;
- f. In limited circumstances, the polling of Members seriatim by the Chair will be sufficient to conduct a Special Meeting provided that no participating Member objects to this approach. A quorum of the Board must be contacted in order for the Special Meeting to be properly conducted;
- g. The affirmative vote of the majority of the quorum of the Members shall be the minimum vote requirement for the adoption of any motion. A motion properly adopted at a Special Meeting is a decision of the Board;
- h. The Chair shall ensure that minutes are prepared following all Special Meetings;
- i. In the case of any part of a Special Meeting that considered matters that would otherwise form part of the Board's public agenda, the minutes of that portion of the Special Meeting shall be tabled as part of the public agenda at the Board's next regular Public Meeting; and
- j. In the case of any part of a Special Meeting is considered matters that would otherwise form part of the Board's in-camera agenda, the minutes of that



Timmins Police Service Board

portion of the Special Meeting shall be tabled as part of the in-camera agenda at the Board's next regular in-camera meeting.

20. By-Laws

- a. A By-Law will be considered by the Board only after a resolution is passed to authorize preparation of the By-law;
- b. Any draft By-Law shall be circulated to the Members of the Board with the Notice of Meeting; and
- c. The Board shall pass By-Laws from time to time by way three resolutions to address each three readings of the By-Law.

21. Financial Report

- a. The Board shall receive from the Chief of Police or designate a monthly financial report to the Board either oral or written, as directed by the Board.

Read the first time this ____ day of _____, 20__

Read the second time this ____ day of _____, 20__

Read the third time this ____ day of _____, 20__

Board Chair



Timmins Police Service Board

By-Law #3

Timmins Police Service Board
Code of Conduct Police Service Board Members

Legislative Reference / Authority

Community Safety and Policing Act, Regulations and Human Rights Code

1. Preamble

As prescribed in the *Community Safety & Policing Act (CSPA)* and through *Regulation* the Timmins Police Service Board shall establish policy(ies) consistent with the *Act, Regulation(s)* and any other applicable legislation.

2. Definitions

Board: shall mean the Timmins Police Service Board.

Chair: shall mean the Board Chair.

Conflict of Interest: A situation in which a Member of a Police Service Board's private interests or personal relationships place, or may be reasonably perceived to place, the Member in conflict with their duties as a Member of the Police Service Board.

Member: Timmins Police Service Board Member.

3. Personal Relationship

A personal relationship includes, but is not limited to, a relationship with any of the following persons:

- a. A current or former spouse or common-law partner of the Member;
- b. A current or former intimate partner of the Member;
- c. The Member's children, including biological, adoptive and stepchildren;
- d. The legal dependants of the Member;
- e. A child in the Member's care; and



Timmins Police Service Board

- f. The Member's grandparents, parents or siblings, including grandparents-in-law and siblings-in-law.

4. Policy

- a. It is the policy of the Timmins Police Service Board that Members will familiarize themselves and comply with *Ontario Regulation 408/23 – Code of Conduct for Police Service Board Members* and the *Municipal Conflict of Interest Act*; and
- b. No Member shall bid or purchase any item offered for sale, directly or indirectly, at an auction conducted by the Timmins Police Service.

5. Conduct Becoming of a Board Member

- a. *Ontario Regulation 408/23* reads a Member shall:
 - i. Not conduct themselves in a manner that undermines or is likely to undermine the public's trust in the Police Service Board or the Police Service maintained by the Police Service Board.
 - ii. Not be subject to discipline for a contravention of subsection 4.a.i. if, on a balance of probabilities, their conduct was in the good faith performance of their duties as a Member;
 - iii. Comply with the *Act* and any *Regulations* made under it;
 - iv. Not, by act or omission, conduct themselves in a manner that is likely to cause the Board to fail to comply with the *Act* or the *Regulations* made under it;
 - v. Comply with any rules, procedures, policies, and by-laws of the Board.
 - vi. Not substantially interfere with the conduct of Board meetings;
 - vii. Be in contravention of this code of conduct if they are found guilty of an offence under the *Criminal Code*, the *Controlled Drugs & Substances Act*, or the *Cannabis Act* when committed after they were appointed as a Member;
 - viii. Not, in the course of their duties, treat any person in a manner that the Member, at the time, knows or reasonably ought to know would contravene the *Human Rights Code*;
 - ix. Not be subject to discipline for contravention of subsection 4.1.8 if, on a balance of probabilities, the Member's conduct was in the good faith performance of their duties;



Timmins Police Service Board

- x. Conduct themselves in a professional and respectful manner in the course of their duties, including, without limitation, not using abusive or insulting language in the course of their duties; and
- xi. Not be subject to discipline for a contravention of subsection 4.a.x. if, on a balance of probabilities, the Member's conduct was in good faith performance of their duties.
- xii. The Police Service Board shall not direct members of the police service other than the Chief of Police.

6. Statements & Attendance

- a. A Member shall:
 - i. Not knowingly make false statements pertaining to the duties of a Member of a Board;
 - ii. Not purport to speak on behalf of the Board unless authorized by the Board to do so;
 - iii. Clearly indicate when they are expressing a personal opinion when commenting on an action or omission of the Board, the Police Service maintained by the Board, or a Member of the Police Service;
 - iv. Not access, collect, use, alter, retain, destroy or disclose to any person, information that has been obtained or made available to the member in the course of their duties if doing so would be contrary to law;
 - v. Not disclose to the public information obtained or made available in the course of their duties except as authorized by the Board or as required by law. This does not apply to information that was already made available to the public by a person who is authorized to do so prior to the Member's disclosure; and
 - vi. Attend all Board meetings unless able to provide a reasonable explanation for the absence.

7. Misconduct & Conflicts of Interest

- a. A Member shall disclose any conduct of another Member that they reasonably believe constitutes misconduct to:
 - i. The Board Chair; or
 - ii. The Inspector General if the conduct involved the Board Chair.
- b. A Member shall disclose any charges laid against them under the *Criminal Code*, the *Controlled Drugs and Substances Act*, or the *Cannabis Act*, and any finding of guilt made in relation to those charges;



Timmins Police Service Board

- c. Section 7.b. only applies to charges of findings that were made after the Member's appointment to the Board; and
- d. The disclosure required in Section 7.b, must be made to the person or body that appointment the individual or, in the case of a Member appointed by the Lieutenant Governor in Council, to the Minister;
- e. A member of a police service board shall not use their position as a police service board member to:
 - i. Benefit themselves;
 - ii. Benefit one or more persons with whom they have a personal relationship; or
 - iii. Interfere with the administration of justice.
- f. A member of a police service board shall not participate in discussion of or voting with respect to matters at police service board meetings if the member has a conflict of interest in the matter.
- g. A Member shall not apply for employment with the Timmins Police Service unless they resign from the Board before applying.
- h. A Member of the Board shall promptly disclose any conflict of interest to:
 - i. The Board Chair; or
 - ii. The Inspector General if the conflict involves the Board Chair; and
 - iii. After making the disclosure required by subsection (1), the member shall disclose the conflict at the next meeting of the police service board.

Read the first time this _____ day of _____, 20__

Read the second time this _____ day of _____, 20__

Read the third time this _____ day of _____, 20__

Board Chair



Timmins Police Service Board

By-Law #4

Timmins Police Service Board - Financial Accountability

Legislative Reference / Authority

Community Safety and Policing Act, Regulations and the Broader Public Sector Accountabilities Act, 2010 (Ontario)

1. Preamble

- a. As prescribed in the *Community Safety and Policing Act (CSPA)* and through Regulation the Timmins Police Service Board shall establish policy(ies) consistent with the *Act*, Regulation(s) and any other applicable legislation.
- b. It is the policy of the Timmins Police Service Board with respect to financial accountability that the Chief of Police shall establish procedures that are consistent with the requirements of the *Community Safety and Policing Act*, Regulation(s), this policy and incorporating any existing established operational and accounting practices as approved by the Timmins Police Service Board and or the Office of the Chief of Police.

2. Accounting System

It is the policy of the Board with respect to an Accounting System that the Chief shall:

- a. Ensure that the Timmins Police Service (TPS) Financial Accountability System conforms to the requirements of municipal by-laws and/or provincial guidelines;
- b. Ensure that there are procedures in place that outline the responsibilities for monies received and dispersed by personnel and the TPS;
- c. Ensure that the operational and capital variance and projection reports are received by the Board for the period ending June 30th and September 30th annually;
- d. Provide the Board with specific information regarding revenues and disbursements upon the Board's request;
- e. Provide the Board with a final report of the financial status of TPS, that includes Board expenditures, capital and operational revenues and expenditures and other information as requested by the Board; and



Timmins Police Service Board

- f. Ensure that the financial operations of the TPS is included at least once per year by the accounting firm approved by the City of Timmins to audit accounting practices as part of the preparation of the Consolidated Financial Statements of the Corporation of the City of Timmins.

3. Financial Control

- a. An operating and capital budget will be submitted to and approved by the Board annually;
- b. The Chief of Police has the authority to process budget transfers during the fiscal year, which do not change the overall budget; and
- c. Operating and Capital Financial Variances Reports and year-end projections will be prepared annually for the periods ending June 30th and September 30th. Any large variances must be reported to the Board should they not be identified in the June and September Variance Reports.

4. Procurement and Purchasing

- a. Acquisitions of goods or services shall comply with the *Broader Public Sector Accountabilities Act, 2010 (Ontario)*, including any procurement directives issued thereunder, to the extent applicable;
- b. The Chief shall establish procedural policies to detail the specific procurement processes, including conflict of interest, financial controls, purchasing authorities, purchase orders, and emergency purchases;
- c. Approval authorities and forms of commitments to be applied under each category/process are identified in Appendix A; and
- d. Purchase exemptions with respect to procurement are identified in Appendix B.

5. Capital Expenditures

- a. The Board must authorize the purchase of capital items having a value of \$75,000 or more if the item has not been previously approved as part of an approved capital budget;



Timmins Police Service Board

- b. No Board member shall commit the Board to any expenditure except where authorized;
- c. Purchases will only be authorized after considering summary reports of tender or quotations from as many suppliers as deemed necessary by the Board and on the recommendation of the Chief;
- d. Where the expenditure limit of a Contract that required Board approval is expected to exceed the awarded amount;
 - i. The Deputy Chief of Police may approve the overage so long as the amount of the cumulative overages for the Contract is less than ten percent (10%) of the value of the Contract, and the project remains within the approved budget authority; and
 - ii. The Chief of Police may approve an overage so long as the amount of the cumulative overage is less than fifteen (15%) of the value of the Contract, and the project remains within the approved budget authority.
- e. Where the expenditure limit of the Contract that required Board approval is expected to exceed the awarded amount by fifteen percent or greater, the matter will be referred to the Board for consideration.

6. Further Education and Reimbursement

- a. It is the policy of the Board with respect to further education and reimbursement that the Chief will ensure that a procedure is in place that outlines the guidelines the circumstances when TPSB Members may receive further education reimbursements.

Read the first time this _____ day of _____, 20__

Read the second time this _____ day of _____, 20__

Read the third time this _____ day of _____, 20__

Board Chair



Timmins Police Service Board

Appendix A

(expected) Total Cost	Procurement Process	Method	Approval Authority	Form of Commitment
Up to \$5,000	• Low Value Purchase (LVP)	• Competitive quotes at the discretion of department Leadership Staff • Must demonstrate good value for the Service • Public advertising not required	• Supervisors	• Petty Cash • Purchase Order • Purchasing Card • Supplier Account
Over \$5,000 up to \$10,000	• Request for Quotation (RFQ) • Request for Proposal (RFP)	• Minimum if three written quotes obtained • Department may directly request quotations • Public advertising is discretionary	Up to \$10,000 • Director • Inspector	• Purchase Order • Agreement
Over \$10,000 up to \$75,000	• Request for Quotation (RFQ) • Request for Proposal (RFP) • Request for Tender	• Minimum of three written quotes • Bid Request administered by the Service or the City's Purchasing Department, at the discretion of the Chief of Police • Public advertising at the discretion of the Chief of Police	• Chief of Police • Deputy Chief of Police	• Purchase Order for Goods • Agreement for Services
Over \$75,000	• Request for Quotation (RFQ)	• Formal Bid Request administered by the City's	• Board	• Purchase Order for Goods



Timmins Police Service Board

(expected) Total Cost	Procurement Process	Method	Approval Authority	Form of Commitment
	• Request for Proposal (RFP) • Request for Tender	Purchasing Department • Public Advertising is required		• Agreement for Services
Vendor of Record	Treat as Open Competition under each category above	As above	As above	• Purchase Order for Goods • Agreement for Services
Co-operative Purchasing	Treat as Open Competition under each category above	As above	As above	• Purchase Order for Goods • Agreement for Services



Timmins Police Service Board

Appendix B

Purchase Exemptions

The Methods of procurement described in this By-law do not apply to the following items:

1. Training and Education
 - a. Conferences, conventions, courses and seminars
 - b. Magazine, books and periodicals
 - c. Memberships and Professional Insurance
 - d. External venues for training sessions
 - e. Instructor fees less than \$1,000
2. Refundable Employee Expenses
 - a. Advances
 - b. Meal allowances
 - c. Travel & Accommodations
 - d. Miscellaneous – Non-travel
3. Employer's General Expenses
 - a. Salaries, wages and benefits
 - b. Payroll deductions remittances
 - c. Pension deductions and contributions
 - d. Retiring allowances and vested sick leave payouts
 - e. Licenses (vehicles, firearms, radio/microwave, elevators, etc.)
 - f. Debenture payments
 - g. Grants to agencies
 - h. Damage claims
 - i. Petty cash replenishment
 - j. Tax remittances
 - k. Charges to and from government bodies provided in the normal course of business (e.g. TSSA, ESA)
 - l. Payments for employment
 - m. Postage
 - n. External venues for special events
4. Professional and Special Services
 - a. Committee fees
 - b. Legal fees and other professional services related to litigation or legal matters
 - c. Appraisal fees



Timmins Police Service Board

- d. Honorariums
 - e. Medicals, assessments and laboratory services
 - f. Fees and disbursements for expert witnesses retained in anticipation of, or in the course of, a legal proceeding
 - g. Fees and disbursements for external investigators, mediators, conciliators or arbitrators
 - h. Funeral and burial expenses
 - i. Witness fees
 - j. Advertising
 - k. Investigative searches
 - l. Refunds
 - m. Legal settlements
 - n. Grievance payments
5. Utilities
- a. Water and Sewer
 - b. Hydro
 - c. Natural Gas
 - d. Telephone
 - e. Cable Television
6. Real Property
- a. Leases of real property
 - b. Tower site licenses
7. Animal payments
- a. Purchase of animals
 - b. Veterinary and animal care fees



Timmins Police Service Board

By-Law #5

Timmins Police Service Board – Fee Schedule

Legislative Reference / Authority

Community Safety and Policing Act, Regulations and the Municipal Act

1. Preamble

- a. As prescribed in the *Community Safety and Policing Act (CSPA)* and through Regulation the Timmins Police Service Board shall establish policy(ies) consistent with the *Act*, Regulation(s) and any other applicable legislation.
- b. It is the policy of the Timmins Police Service Board with respect to fee schedules that the Chief of Police shall establish a procedure that is consistent with the requirements of the *Community Safety and Policing Act*, Regulation(s), *the Municipal Act* and incorporating any existing established operational and accounting practices as approved by the Timmins Police Service Board and or the Office of the Chief of Police. The purpose is to establish a schedule of fees that provide equitable service and allow for cost recovery, which is to be reviewed in January of each year.
- c. The Chief of Police shall post the Fee Schedule on Timmins Police Service's website in January of each year.

Read the first time this ____ day of _____, 20__

Read the second time this ____ day of _____, 20__

Read the third time this ____ day of _____, 20__

Board Chair

Tina Perreault

From: Pronska, Karina (SOLGEN) <Karina.Pronska@ontario.ca>
Sent: Thursday, March 20, 2025 12:26 PM
Cc: Di Tommaso, Mario (SOLGEN)
Subject: Inspector General Memo and Advisory Bulletin #3: Municipal Police Service Board Policy on Critical Points
Attachments: IGM3 Attachment - TPSB Critical Points Policy.pdf; Inspector General Memorandum 3 - IGM3 - Critical Points Policy - March 20 2025.pdf
Follow Up Flag: Follow up
Flag Status: Completed



EXTERNAL E-MAIL WARNING - Avoid clicking links or opening attachments and content from external senders unless you are certain it is safe to do so. Exercise caution - If you are unsure, please contact ITD.

The below and attached are sent on behalf of the Inspector General of Policing of Ontario

Inspector General of Policing Memorandum and Advisory Bulletin

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

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: **March 20, 2025**

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

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

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

The Critical Points Policy, developed in collaboration between the TPSB and Chief Demkiw, responds to Judge Morden's recommendation that there be greater definition and clarity regarding the role of police service boards in providing

civilian oversight of the police service during significant events. The need for a policy on critical points has been consistently supported in other reviews and reports examining the role of civilian police governance in the context of significant policing events, including The Honourable Murray Sinclair's report on the *Thunder Bay Police Services Board Investigation* and The Honourable Gloria J. Epstein's report on the Independent Civilian Review into Missing Person Investigations (*Missing and Missed*).

The Morden Report discusses the fundamental role of civilian oversight in policing, and describes two essential components of a police board's oversight role, both of which are supported by a policy that requires information sharing, discussion and reporting over the life cycle of a critical point:

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

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

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

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

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

A policy will create a **clear definition** for which significant events reach the 'critical point' threshold. A policy will also formally establish a **reciprocal 'information exchange'** for chiefs and boards to provide information to one another that is relevant to their respective roles. As Judge Morden explained: "With this exchange, the Board will be provided with operational information that will inform its policy-making function and the Chief of Police will have an opportunity to provide his or her views on policy options the Board is considering. With this exchange, both policies and operations may be adjusted to address changing circumstances."^[2] With this 'information exchange' in place, boards can assess the need to set objectives and priorities for how such events are managed and turn their attention to other governance responsibilities that may arise in the context of a critical point. This would include, for example, determining the adequacy of board policies, resources and arrangements with other agencies and orders of government.

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

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

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

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

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

Chief's Autonomy, TPSB Policy, section 8:

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

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

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

As part of our ongoing collaboration with the OAPSB and the OACP, the IoP engaged both organizations to understand any additional considerations on developing or implementing a policy on critical points. Given the significance of this policy in helping embed components of a modern approach to police service boards' governance responsibilities and the operational responsibilities of chiefs of police, we greatly appreciate the support of the OAPSB and OACP on this issue, and their ongoing commitment to advancing initiatives that support Ontario police and police governance leaders in raising the performance bar in police governance and operations.

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

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

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

All IG Memos and Advisory Bulletins are posted on our website: www.iopontario.ca.

Sincerely,

Ryan Teschner

Inspector General of Policing of Ontario

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

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



Karina Pronska
Executive Advisor to the IG

Office of the Inspector General
777 Bay Street, 7th Floor
Toronto, ON M5G 2C8
Tel: 416-627-2529
www.IOPOntario.ca

***Improving policing performance
to make everyone in Ontario safer***

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As part of providing [accessible customer service](#), if you have any accommodation needs, require communication supports, or alternate formats, please let me know.

^[1] The Honourable J. W. Morden, *Independent Civilian Review into Matters Relating to the G20 Summit* (Toronto, 2012), page 83 (Morden Report).

^[2] Morden Report, page 7.



**Inspectorate
of Policing**

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des services policiers**

**Bureau de l'inspecteur général
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777, rue Bay
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Inspector General of Policing Memorandum and Advisory Bulletin

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

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: **March 20, 2025**

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

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

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

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

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

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

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

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

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

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

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

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

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

² Morden Report, page 7.

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

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

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

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

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

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

Chief's Autonomy, TPSB Policy, section 8:

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

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

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

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

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

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

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

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

All IG Memos and Advisory Bulletins are posted on our website: www.iopontario.ca.

Sincerely,



Ryan Teschner
Inspector General of Policing of Ontario

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

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



TORONTO POLICE SERVICE BOARD

CRITICAL POINTS POLICY

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

GUIDING PRINCIPLES

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

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

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

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

PURPOSE OF POLICY

The purpose of this Policy is to:

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

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

POLICY OF THE BOARD

It is the Policy of the Board that:

Definitions

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

For example:

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

For clarity, the above examples are not exhaustive.

Reporting on Critical Points

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

make requests of other boards or the Ontario Provincial Police Commissioner;

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

Identification of Critical Points by the Board

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

Chief's Autonomy

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

Training

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

Public Reporting

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

Tina Perreault

From: Pronska, Karina (SOLGEN) <Karina.Pronska@ontario.ca>
Sent: Tuesday, April 1, 2025 1:41 PM
Cc: Di Tommaso, Mario (SOLGEN); Chris Gariepy; Les Andrews; 32@ssspolice.com; Acting Chief Sara Cunningham; Al Sizer; alt cornwall; alt Dan Reith; alt john brennan; alt Laselle; alt london; alt owen sound; alt Tim Doherty; alt waterloo board; alt west grey; Ann Morgan; aschmidt@wpbrm.ca (aschmidt@wpbrm.ca); Caldwell, Sarah (She/Her) (SOLGEN); Carrique, Thomas (OPP); Chair of the Hawkesbury OPP Detachment Board; chief; Chief Bill Fordy; Chief Christopher Knoll; Chief Craig Ambrose; Chief Darcy Fleury; Chief Daryl Longworth; Chief Dean Duchrow; Chief Derek Davis; Chief Eric Stubbs; Chief Frank Bergen; Chief Gordon Cobey; Chief Greg Skinner; Chief Hugh Stevenson; Chief Jason Bellaire; Chief Jim MacSween; Chief Jodi Empey; Chief John Van Dyke; Chief Kirk Robertson; Chief Marc Roskamp; Chief Mark Crowell; Chief Mike Noonan; Chief Myron Demkiw; Chief Nishan Duraipappah; Chief Peter Moreira; Chief Rich Johnston; Chief Robert Martin; Chief Scott Gee; Chief Spowart; Chief Stephen J. Tanner; Chief Stuart Betts; Sydney Lecky; Chief Thai Troung; Chief Tim Farquharson; Chief Zvonko Horvat; ChiefofPolice@haltonpolice.ca; Christian Kaiser; Christine Milks ; Crystal Meloche; Dan Reith; Deep River Chief; Diane Huber; Fabian Batise, NAPS Board Liaison; Frank Mckay, NAPS Board Chair; Geordie Elms; graham milne; guelph board; Jarrod Stearns; jlamothe@drps.ca; joan knight; John Bruno; jsaunders@police.brantford.on.ca; Karen Machado; Kawartha Lakes; King Yee; kirkea@chatham-kent.ca; Timmins Police Service Board; Krista Ferraro, ED; larissa.barber@wrps.on.ca; Michael Pearce; Lisa Darling ; Lorie Sargeant; mailto:nsharp@kingsville.ca; Mary ten Doeschate; Maurice Dupelle; mcampbell; Mr. Drew Dikens; Mr. Greg Ferguson; Mr. Greg Martin; Mr. Ian McLean; Mr. Jeff Knoll; Mr. John Brennan; Mr. John Thomson; Mr. Ken Whiteford; Mr. Patrick Weaver; Mr. Peter McSherry; Mr. Ron Kerr; mrodd@bellevilleps.ca; Ms. Jen Lawson; Nando Iannicca; Okada, Marc (SOLGEN); Patrick Weaver; ppedersen; Paul Wiersma; Rhonda Robeson ; Rich Stivrins; Salim Fakirani; saugeen shores alt; Shaun Collier; Shawn Pankow; Stephanie ; Stephen.Tanner@haltonpolice.ca; Steve_Cousins@cascades.com ; Sue D'Eon; Terry Armstrong, NAPS Police Chief; Tracy Caskenette; Tyler Allsop ; Vanbeek, Carrie (OPP); virginiamontminy@evanturel.com ; waterloo board; Wayne Emmerson; Weatherill, Kenneth (SOLGEN); Wilkie, Roger OACP; William Vanrees; William Vanrees alt; Brian MacKinnon; abeaulieu@hearst.ca; AFay@tay.ca; altheaa2018@gmail.com; aquinn@powassan.net; bhaines@townofgrandvalley.ca; bmcgillis@southstormont.ca; brennan@middlesexcentre.ca; cao; cao; cao@tyendinagatowship.com; carolyn@manleys.com; cassandra.child@cochraneontario.ca; cbraney@pecounty.on.ca; ccraig@georgianbluffs.ca; chantal.guillemette@kapuskasing.ca; choward; christine.goulet@redlake.ca; ckrahn@ELGIN.ca; clairetucker@tuckerreid.ca; clerk@loyalist.ca; clerk@muskoka.on.ca; Erika Kromm; clerk@quintewest.ca; clerk@southhuron.ca; clerks@kawarthalakes.ca; clerks@pecounty.on.ca; coslund@colemantownship.ca; d.grills@headclaramaria.ca; deputyclerk; deputymayor@tweed.ca; dilullo@middlesexcentre.ca; dsmithson@carletonplace.ca; info; giar1978@gmail.com; glecuyer@fortfrances.ca; gregory.nemcek@lkdsb.net; Huron OPP Detachment Board; jbraybrook@trentlakes.ca; jburke@espanola.ca; jburns@villageofpointedward.com; jcarmody@petawawa.ca; jennifer.haleypsb@gmail.com; jennifera@wellington.ca; jhutson@westperth.com; jjonker@townofgrandvalley.ca; jlawrie@kincardine.ca; jmartin@newtecumseth.ca; joliver@thebluemoountains.ca; jshaver@augusta.ca; Judy Davis - Bruce Mines; jward@georgianbluffs.ca; kari.hanselman@eastferris.ca; Katie Scott - Blind River; Kelly Conlin; kdunlop@thebluemoountains.ca; kim.huffman@norfolkcounty.ca; kmorris@markstay-warren.ca; kmurteira@tecumseh.ca; kristina.miousse@greenstone.ca;

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

Attachments: The Road Ahead - A Strategic Plan for Ontario's Inspectorate of Policing.pdf; Inspector General Memorandum 4 - Final .pdf

EXTERNAL E-MAIL WARNING - Avoid clicking links or opening attachments and content from external senders unless you are certain it is safe to do so. Exercise caution - If you are unsure, please contact ITD.

The below and attached are sent on behalf of the Inspector General of Policing of Ontario



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

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: April 1, 2025

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

In recognition of the one-year anniversary of Ontario's *Community Safety and Policing Act* coming into force and the commencement of my mandate as the Inspector General of Policing, I am pleased to share **The Road Ahead: A Strategic Plan for Ontario's Inspectorate of Policing 2024-2027**. Our Strategic Plan serves as a roadmap outlining the Inspectorate

of Policing's (IoP) vision for the next three years. It will guide us in moving forward on our priorities and the work that brings those priorities to life, fulfilling our legislated mandate of serving the public's interest.

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

Over the next three years:

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

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

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

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

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

Sincerely,



Ryan Teschner
Inspector General of Policing of Ontario

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



Karina Pronska
Executive Advisor to the IG

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***Improving policing performance
to make everyone in Ontario safer***

Follow us on our social media channels [X](#) and [LinkedIn](#)

As part of providing [accessible customer service](#), if you have any accommodation needs, require communication supports, or alternate formats, please let me know.



Inspector General of Policing Memorandum

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

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: April 1, 2025

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

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

Sincerely,

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

Ryan Teschner
Inspector General of Policing of Ontario

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

2024-2027

THE ROAD AHEAD



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



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Land Acknowledgement

The Inspectorate of Policing (IoP) recognizes that its work, and the work of its community partners, takes place on traditional territory of Indigenous Nations in Ontario, including the Anishinaabe (comprising the Algonquin, Mississauga, Ojibwe, Anishinew (Oji-Cree), Odawa and Pottawatomi peoples), the Ojibwe (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.

Source: Sonia Cacoilo

| PAGE 3

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."

| PAGE 4



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.

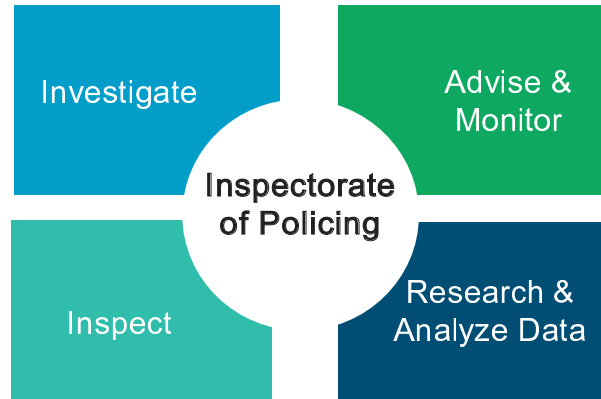
The CSPA builds specific protections to ensure the IG functions independently in fulfilling their statutory mandate under the CSPA, and in discharging their operational activities and making oversight decisions. This independence ensures impartiality and integrity in the IG's functions. There are several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



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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.

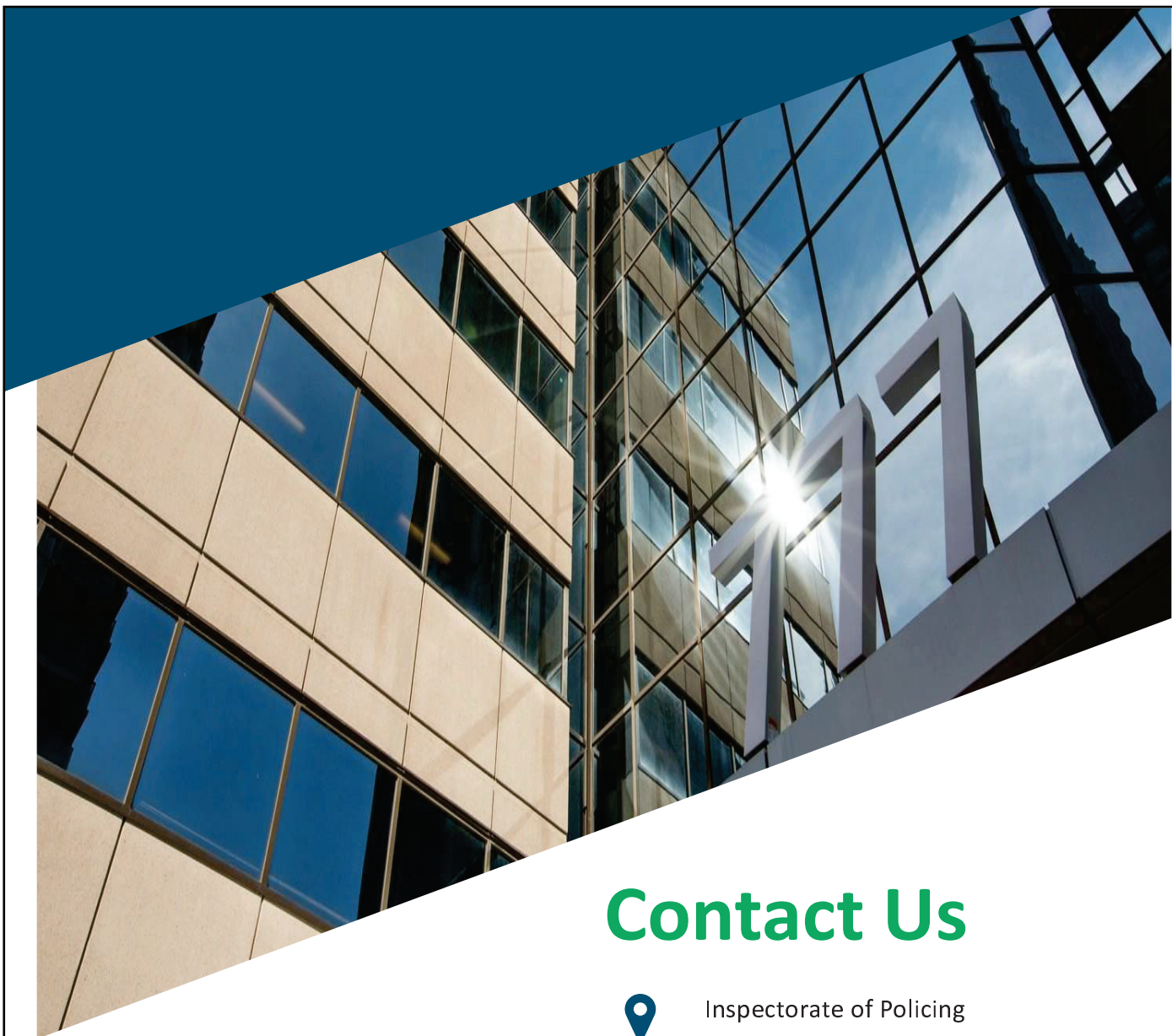
Operating on our **‘right touch’ philosophy**: using the right tools, at the right time and for the right amount of time, to address compliance issues effectively and proportionate to the level of risk present.

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.



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*Improving policing performance
to make everyone in Ontario safer*

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