

WEST PARRY SOUND OPP DETACHMENT BOARD
AGENDA
October 23, 2025 at 4:00 P.M.
CARLING TOWNSHIP
2 WEST CARLING BAY RD, NOBEL ON P0G 1G0

1. LAND ACKNOWLEDGMENT

2. CALL TO ORDER

3. OATH AND AFFIRMATIONS

4. APPROVAL OF AGENDA

Moved By: _____

Seconded By: _____

THAT the West Parry Sound OPP Detachment Board Agenda of October 23, 2025 be approved as circulated.

5. DECLARATION OF CONFLICT OF INTEREST

6. PREVIOUS MINUTES

- a. July 24, 2025 West Parry Sound OPP Detachment Board Meeting Minutes.

Pages:

Moved By: _____

Seconded By: _____

THAT the Minutes of the July 24, 2025 West Parry Sound OPP Detachment Board meeting be adopted.

7. PUBLIC MEETINGS/DEPUTATIONS/PRESENTATIONS

None

8. CLOSED SESSION

Moved By: _____

Seconded By: _____

THAT the board enter into a Closed Session at _____ to discuss the detachment commander's performance evaluation per CSPA, section 68(1)d.

Moved By: _____

Seconded By: _____

THAT the board move out of a Closed Session at _____.

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Moved By: _____

Seconded By: _____

THAT staff proceed as directed in Closed Session.

9. STAFF REPORTS

- a. Detachment Commander's Report
 - i) OPP Detachment Board Report, July – September 2025 to be provided by Helena Wall
Pages:
 - ii) Round Table Discussion

10. CORRESPONDENCE

- a. Inspector General Memo #7 Release of the Inspectorate of Policing's Risk Based Compliance and Enforcement Framework
Pages:

11. FINANCE

- a. 2025 Budget Update

12. OTHER BUSINESS

- a. Annual Report and Feedback
Pages:
- b. Status of Civilian and Provincial Appointments
- c. Compiling Policy and Procedure By-law Discussion
 - i. Sioux Lookout OPP Detachment Board Example

13. CLOSED SESSION

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14. ADJOURNMENT

Moved By: _____

Seconded By: _____

THAT the meeting be adjourned at _____.

WEST PARRY SOUND OPP DETACHMENT BOARD
MINUTES
July 24, 2025 at 7:00 P.M.
CARLING TOWNSHIP
2 WEST CARLING BAY RD, NOBEL ON P0G 1G0

Members Present:	Janice Bray – Arrived at 7:03 p.m.
	Lisa Cook
	Greg Getty
	Bonnie Keith (Chair)
	Mike Kekkonen
	Tom Lundy – Arrived at 7:47 p.m.
Other:	Helena Wall
Administrative Support:	Kevin McIlwain (Secretary)
	Mackenzie Taylor

1. LAND ACKNOWLEDGMENT

Chair Keith gave a land acknowledgement.

2. CALL TO ORDER

Chair Keith called the meeting to order at 7:00 p.m.

3. OATH AND AFFIRMATIONS

None

4. APPROVAL OF AGENDA

Moved by Greg Getty, Seconded by Lisa Cook

THAT the West Parry Sound OPP Detachment Board Agenda of July 24, 2025 be approved as circulated.

Carried

5. DECLARATION OF CONFLICT OF INTEREST

None

6. PREVIOUS MINUTES

Moved by Greg Getty, Seconded by Lisa Cook

THAT the Minutes of the June 26, 2025 West Parry Sound OPP Detachment Board meeting be adopted.

Carried

WEST PARRY SOUND OPP DETACHMENT BOARD
MINUTES
July 24, 2025 at 7:00 P.M.
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7. PUBLIC MEETINGS/DEPUTATIONS/PRESENTATIONS

None

8. STAFF REPORTS

a. Detachment Commander's Report

i) OPP Detachment Board Report, April – June 2025

Staff Sergeant Helena Wall presented an overview of the OPP Detachment Report. She highlighted a significant number of impairment-related charges laid in the region, as well as recent drug seizures in the downtown area. Staff Sergeant Wall also addressed the OPP's response to the gas leak in Parry Sound and spoke to the security measures in place at the courthouse. Councillor Getty inquired about marine operations.

ii) Round Table Discussion

Councillor Cook sought clarification on how the OPP could support emergency responses such as those required during the recent flooding event within the Township of Carling. Chair Keith raised questions regarding patrol efforts in the parks within the Town of Parry Sound.

9. CORRESPONDENCE

Chair Keith noted the correspondence received. No further discussions were had.

10. FINANCE

a. 2025 Final Budget

Chair Keith reported that the changes discussed at the previous meeting were made to the budget. No further discussions were had.

b. Establishment of Bank Account

Moved by Greg Getty, Seconded by Lisa Cook

THAT the board directs the administration to open a bank account for the West Parry Sound OPP Detachment Board.

Carried

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c. Establishment of Signing Authorities

Moved by Janice Bray, Seconded by Greg Getty

THAT the Chair, the Vice Chair along with the Board Administrator and or his designates be appointed as signing authorities on behalf of the West Parry Sound OPP Detachment Board.

Carried

11. OTHER BUSINESS

a. Annual Report and Feedback

To date, only the Township of Seguin and the Town of Parry Sound have had the opportunity to review the Annual Report with their respective Councils. The remaining municipalities are expected to present it to their Councils prior to the next West Parry Sound OPP Board meeting.

b. Status of Civilian and Provincial Appointments

Kevin McIlwain provided an overview of the Civilian Appointment Committee process and outlined the key elements of its Terms of Reference. The Board also discussed a resolution passed by the Township of McKellar which proposed changes to the existing Terms of Reference. Mr. McIlwain committed to reviewing the matter in more detail. To date, no civilian or provincial appointments have been made to the Board.

c. 2026 Budget Review Meeting Date

The board will plan to discuss the 2026 budget at the January meeting

d. Board Logo

Moved by Greg Getty, Seconded by Lisa Cook

THAT the board adopt the logo to be used on all correspondence.

Carried

e. Compiling Policy and Procedure By-law Discussion

Mr. McIlwain recommended that in the interim the Board adopt the host Township's existing policies and procedures. Staff Sergeant Wall noted that she would inquire with the OPP Association to see if a boilerplate format could be provided. It was agreed that this matter would be revisited at the next West Parry Sound OPP Detachment Board meeting.

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MINUTES
July 24, 2025 at 7:00 P.M.
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f. **Establishment of a Working Committee for HR Related Activities**

Moved by Lisa Cook, Seconded by Tom Lundy

THAT the Board appoint Janice Bray and Bonnie Keith to a working committee for HR related activities.

Carried

12. CLOSED SESSION

None

13. ADJOURNMENT

Moved by Greg Getty, Seconded by Tom Lundy

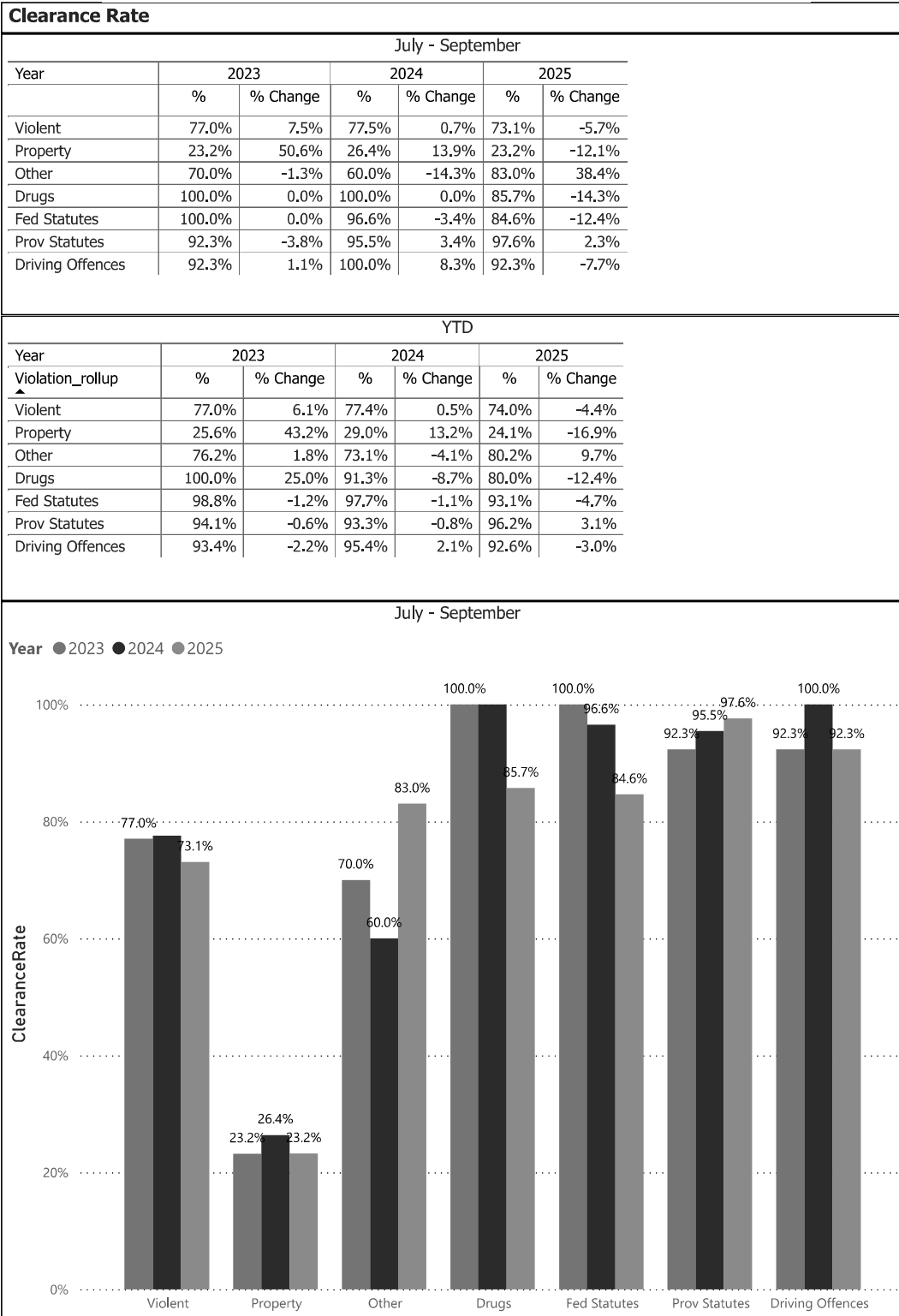
THAT the meeting be adjourned at 7:59.

Carried

Bonnie Keith, Chair

Kevin McIlwain, Secretary

OPP Detachment Board Report Records Management System July - September 2025



Detachment: 4J - WEST PARRY SOUND

Location code(s): 4J00 - WEST PARRY SOUND, 4J74 - HENVEY INLET FN

Area(s): 2 - Marine, 4069 - Carling, 4071 - Seguin, 4073 - Municipality of Whitestone, 4079 - McDougall, 4080 - McKellar, 4084 - Parry Sound, 4093 - The Archipelago, 4164 - Britt-Byng (Unorg), 4201 - Northeast Reg Unincorporated Area, 4565 - Henvey Inlet FN, 4808 - Killbear Provincial Park, 4813 - Oastler Lake Provincial Park, 4816 - Sturgeon Bay Provincial Park, 4829 - Grundy Lake Provincial Park, 4850 - Massasauga Provincial Park, 4870 - Hwy 69, 4871 - Hwy 124, 4872 - Hwy 141, 4879 - ...

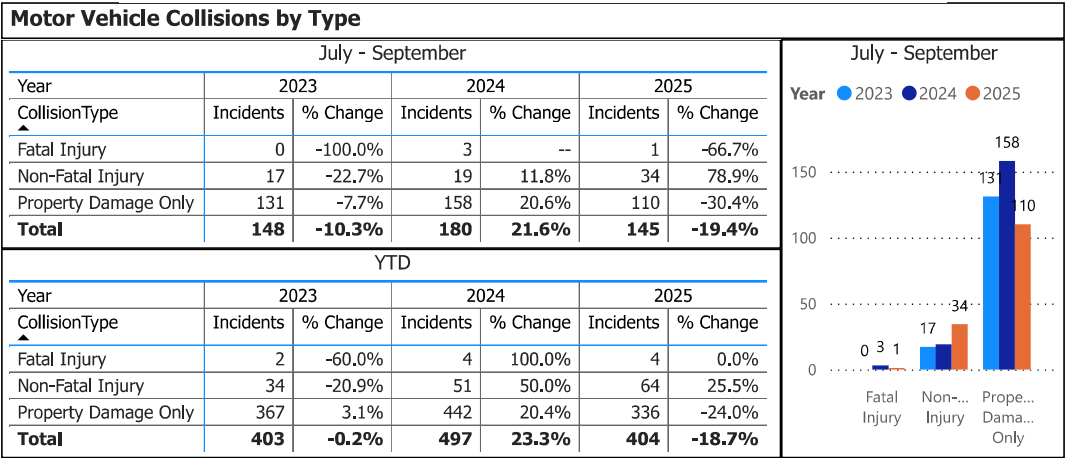
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07-Oct-2025

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OPP Detachment Board Report
Collision Reporting System
July - September 2025

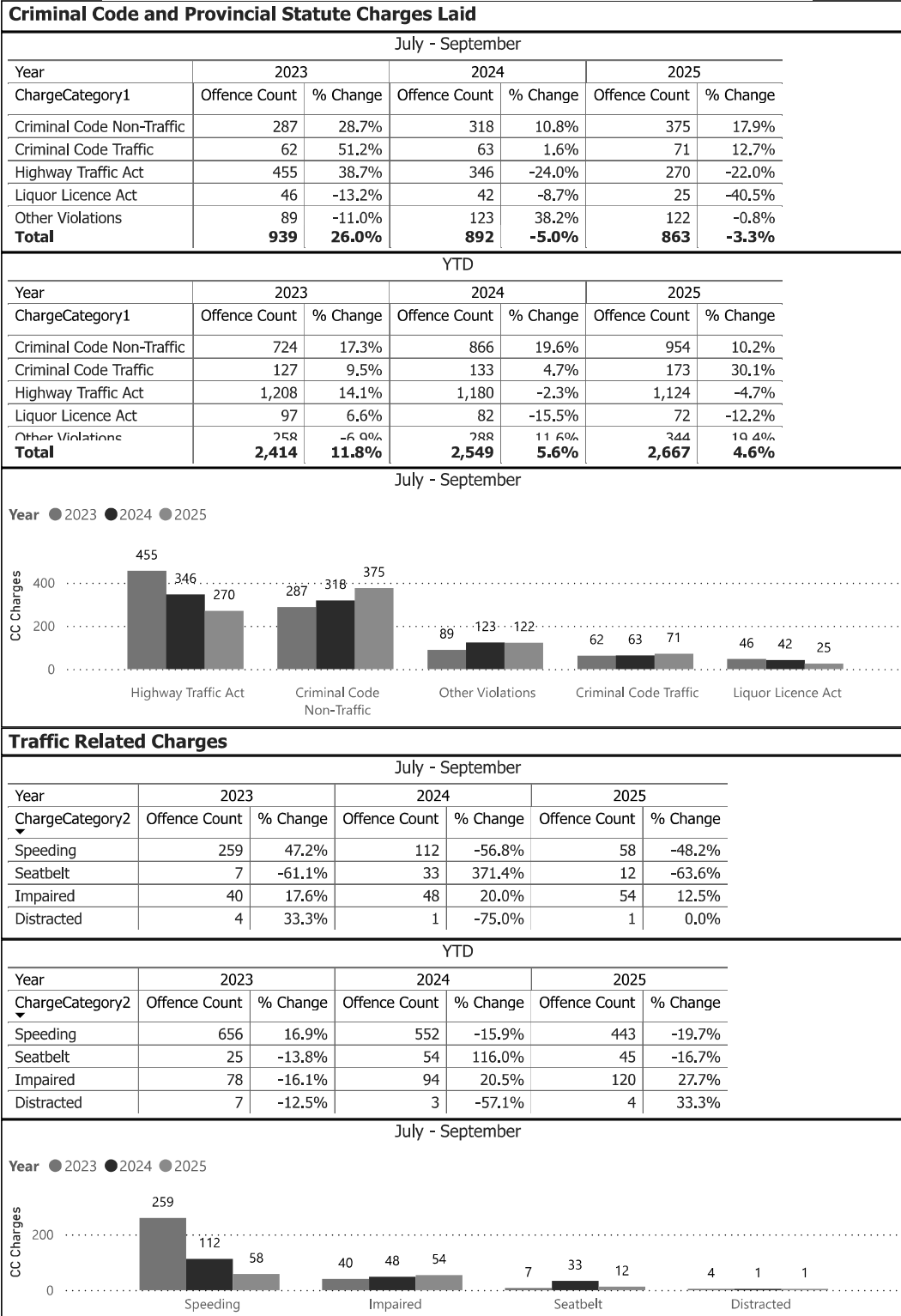


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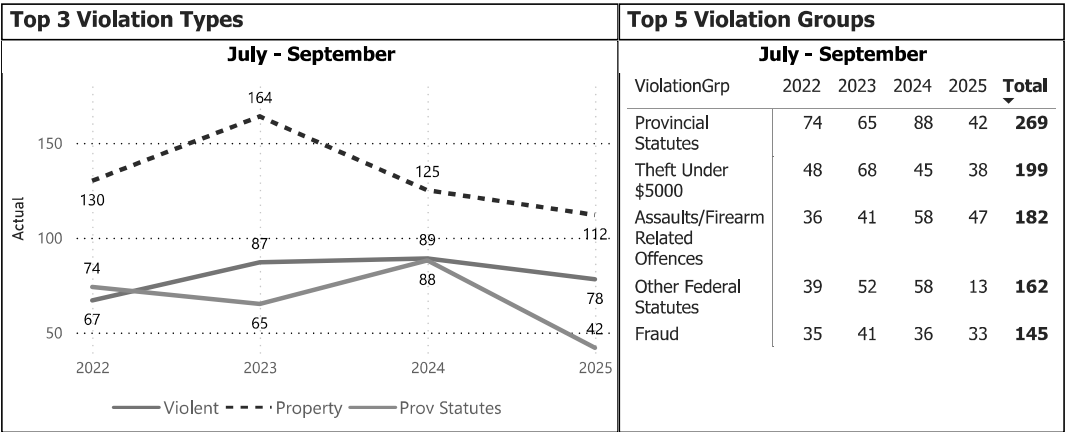
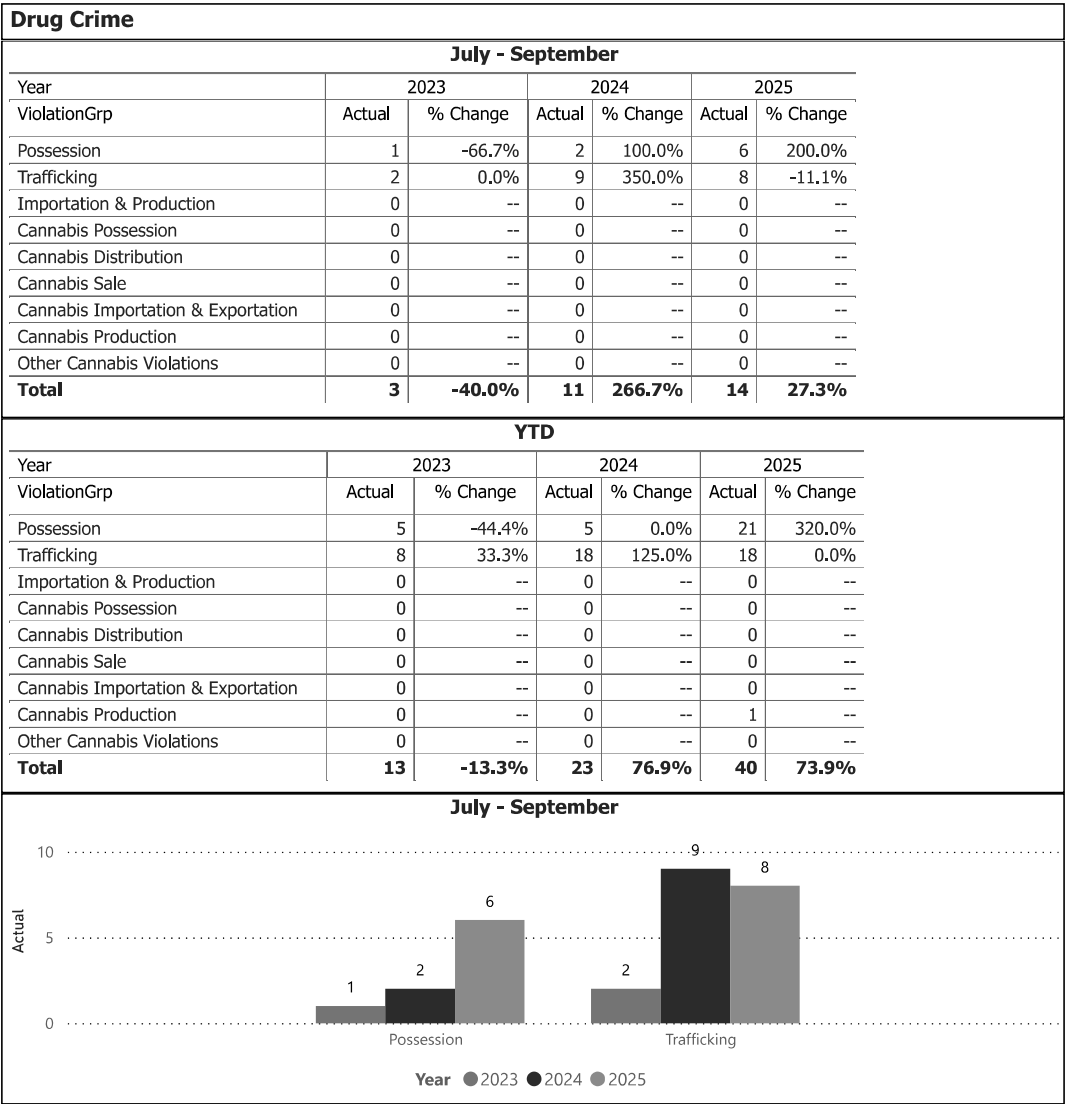
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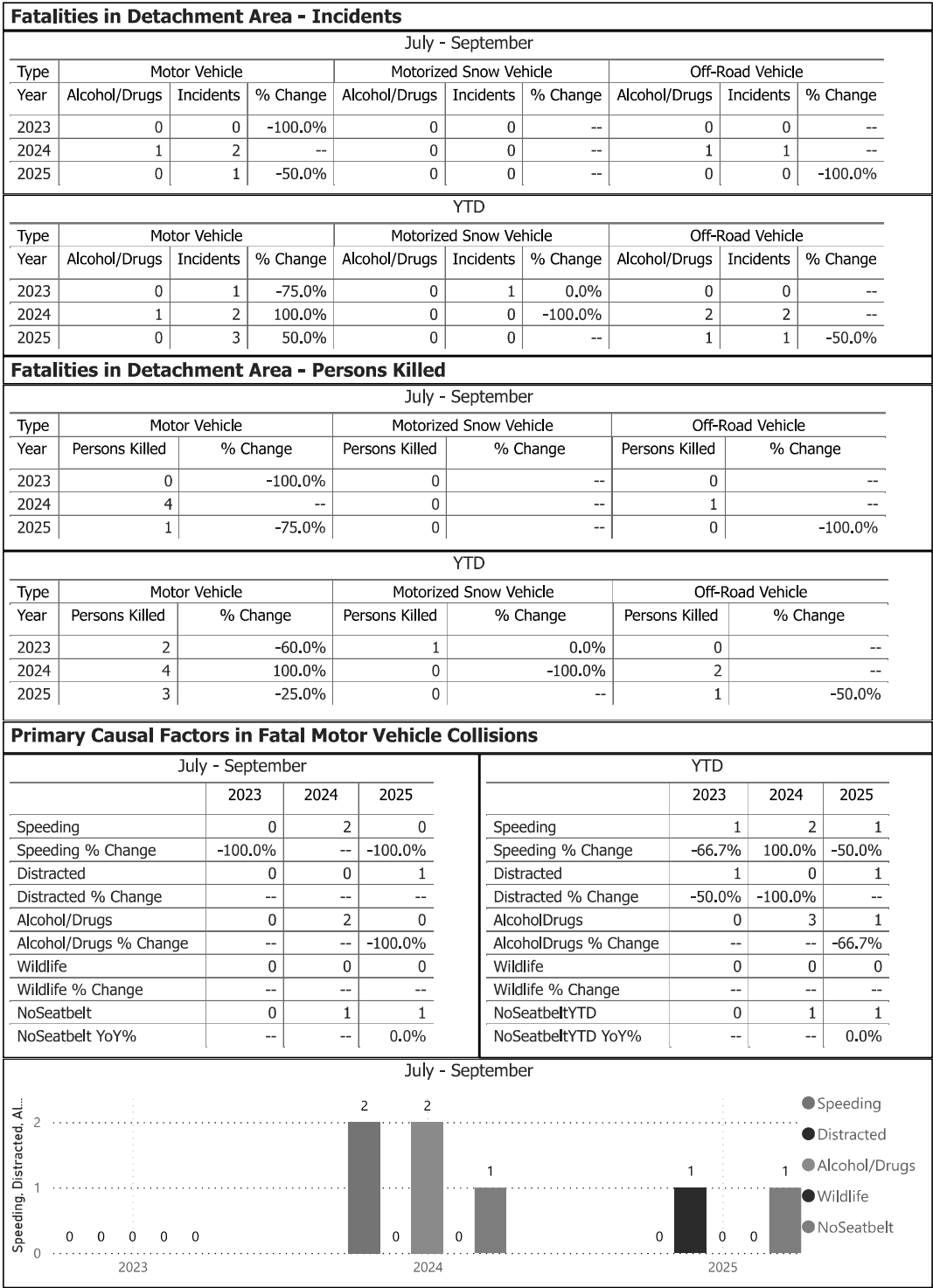
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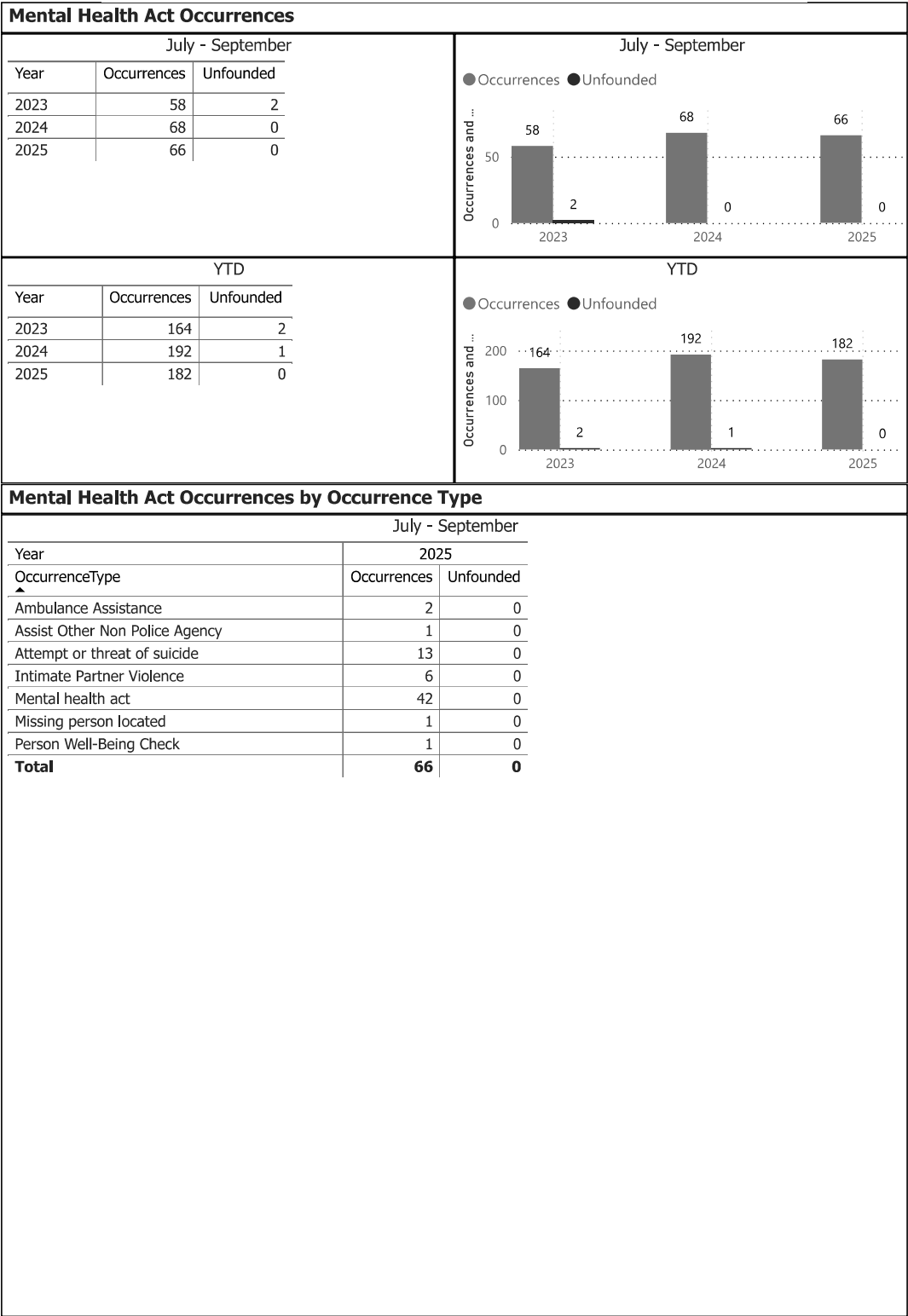
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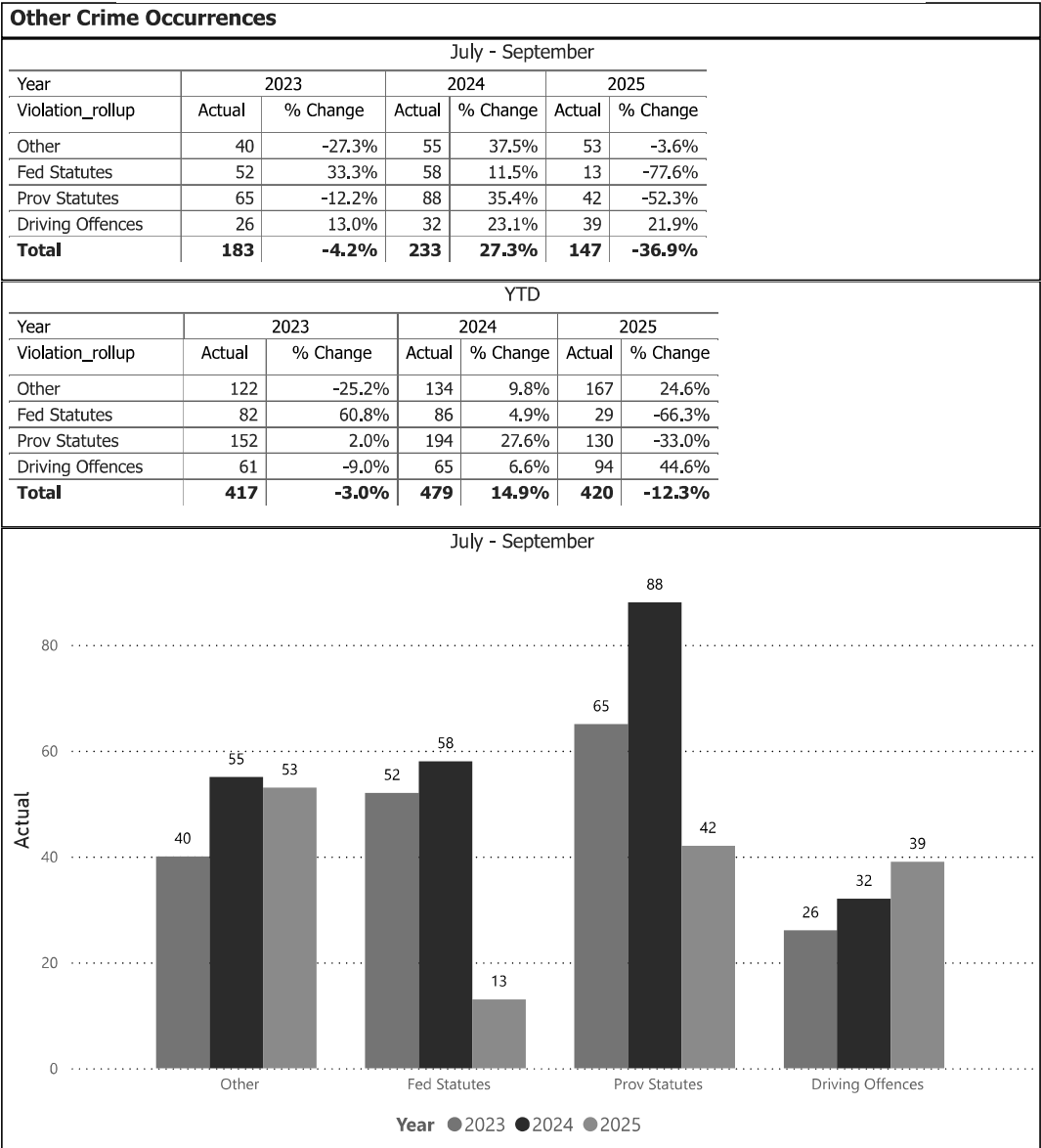
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Overdose Occurrences

July - September			
Fatal	2023	2024	2025
<input checked="" type="checkbox"/> Fatal	0	0	0
non-opioid overdose	0	0	0
opioid overdose	0	0	0
<input type="checkbox"/> non-Fatal	3	2	2
non-opioid overdose	0	0	0
opioid overdose	3	2	2
Total	3	2	2

Non-Fatal Overdose Occurrences

YTD			
Fatal	2023	2024	2025
<input checked="" type="checkbox"/> Fatal	2	1	2
non-opioid overdose	0	0	2
opioid overdose	2	1	0
<input type="checkbox"/> non-Fatal	4	4	5
non-opioid overdose	0	2	1
opioid overdose	4	2	4
Total	6	5	7

Fatal Overdose Occurrences

Legend: ● non-opioid overdose ● opioid overdose

Year	non-opioid overdose	opioid overdose
2023	0	0
2024	0	0
2025	0	0

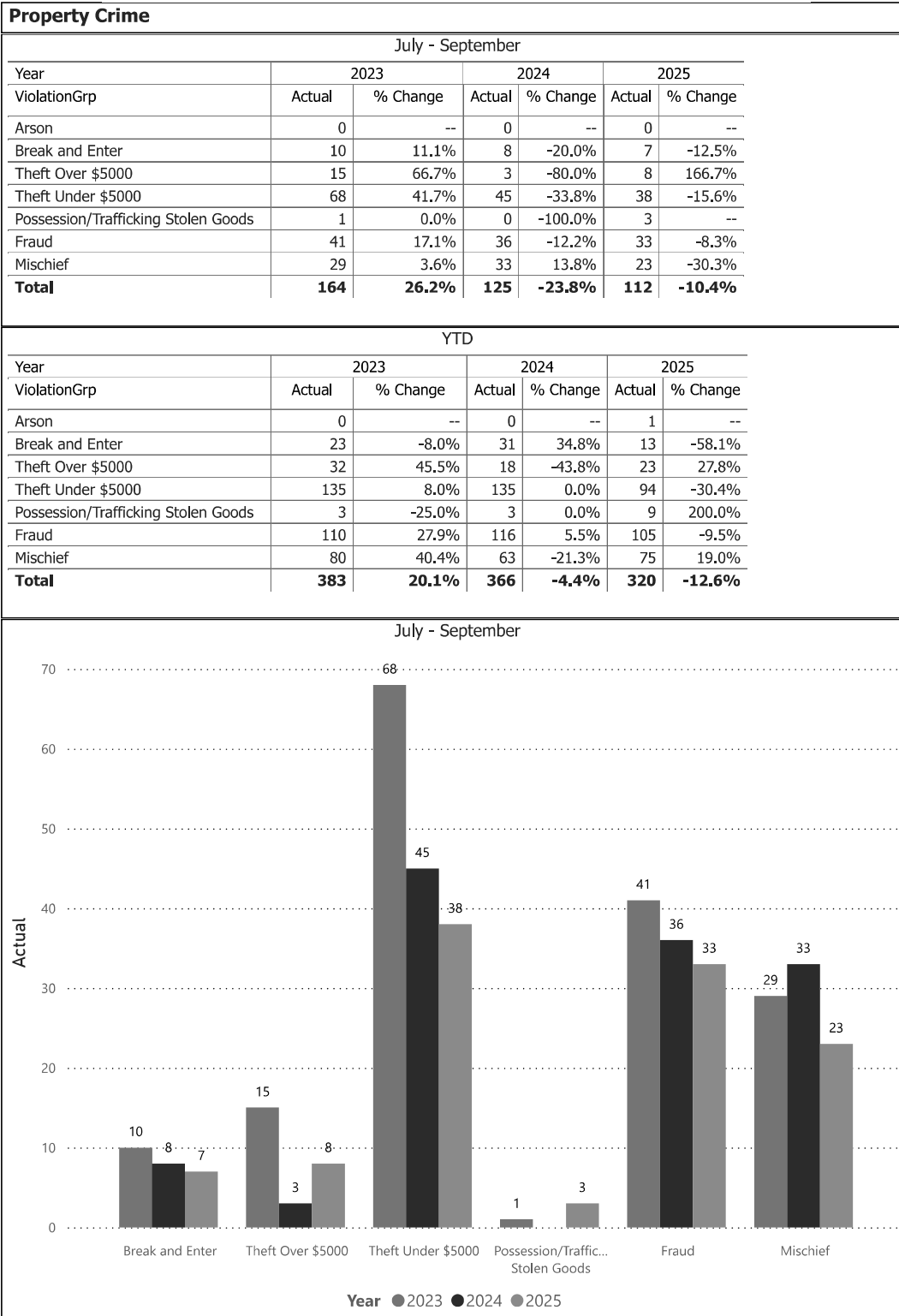
Non-Fatal Overdose Occurrences

Legend: ● non-opioid overdose ● opioid overdose

Year	non-opioid overdose	opioid overdose
2023	3	0
2024	2	2
2025	2	2

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**OPP Detachment Board Report
Records Management System
July - September 2025**



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Referrals to Victim Service Agencies by Year

July - September

Year	Offered	Accepted	% Accepted
2023	208	47	22.3%
2024	240	54	22.2%
2025	196	28	13.9%

YTD

Year	Offered	Accepted	% Accepted
2023	528	133	24.9%
2024	535	118	21.8%
2025	525	97	17.9%

Referrals to Victim Service Agencies by Occurrence Type

July - September

Occurrence Type	Offered	Accepted
Intimate Partner Violence	66	4
Assault	51	8
Sexual assault	15	10
Sudden death	9	0
Bail violations	8	0
Harassment	8	0
Threats	8	0
Mischief	6	3
Breach of probation	4	0
Drug offences	4	0
Impaired/over 80	3	0
Mental health act	2	0
Other criminal code	2	0
Robbery	2	0
Theft	2	0
Weapons	2	1
B-E bus/res/oth	1	1
Cyber Enabled Crime - P...	1	1
Prevent breach of peace	1	0
Stolen vehicle	1	0

Referrals Accepted (%) by Age Group

July - September

PersonAgeRange	2023	2024	2025
	8.5%		
11 - 16	66.7%	16.7%	50.0%
17 - 25	100.0%	18.4%	9.5%
26 - 45	94.7%	20.2%	14.7%
46 - 65	100.0%	32.0%	8.7%
6 - 10		33.3%	
Over 65	100.0%	13.3%	22.2%
Under 6		22.2%	0.0%

YTD

PersonAgeRange	2023	2024	2025
	9.3%	5.2%	
11 - 16	85.7%	30.0%	25.0%
17 - 25	100.0%	22.0%	20.3%
26 - 45	97.7%	28.4%	17.8%
46 - 65	100.0%	31.8%	13.4%
6 - 10	100.0%	28.6%	100.0%
Over 65	100.0%	16.7%	21.2%
Under 6		25.0%	6.7%

Referrals Not Offered

July - September

ServicesNotOfferedReason	2023	2024	2025
	0	0	0
	0	0	0
Victim deceased or unable to respond	2	3	3
Victim resides outside Ontario	1	0	2

YTD

ServicesNotOfferedReason	2023	2024	2025
	0	0	0
	0	0	0
Victim deceased or unable to respond	6	4	14
Victim resides outside Ontario	1	4	3

July - September

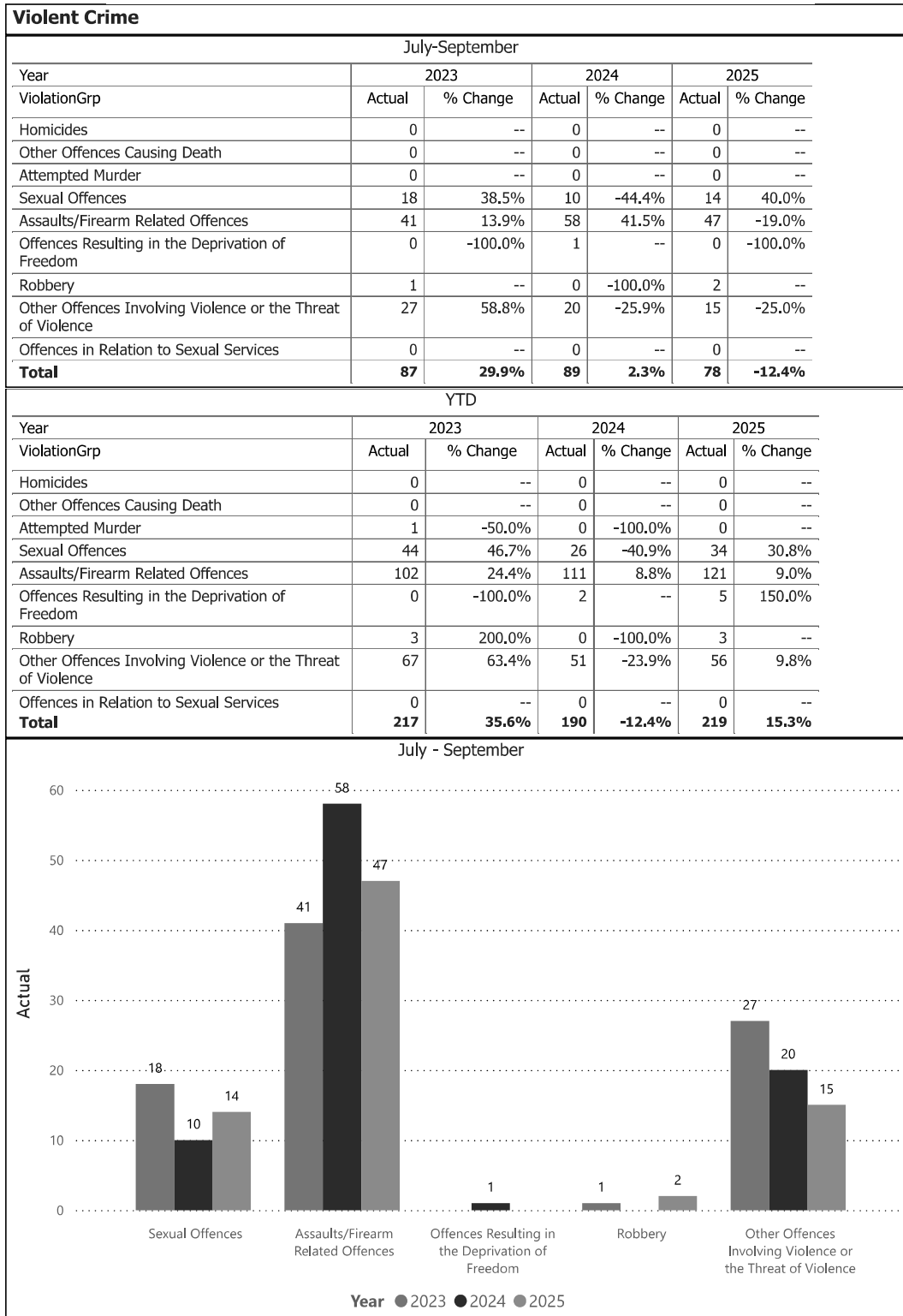
Year	Total Persons	Not Offered	Offered
2023	211	3	208
2024	243	3	240
2025	201	5	196

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**Inspectorate
of Policing**

Office of the Inspector
General of Policing

777 Bay St.
7th Floor, Suite 701
Toronto ON M5G 2C8

**Service d'inspection
des services policiers**

Bureau de l'inspecteur général
des services policiers

777, rue Bay
7^e étage, bureau 701
Toronto ON M5G

Inspector General of Policing Memorandum

TO: All Chiefs of Police and
Commissioner Thomas Carrique, C.O.M.
Chairs, Police Service Boards

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: **September 25, 2025**

SUBJECT: Inspector General Memo #7: Release of the Inspectorate of Policing's Risk Based Compliance and Enforcement Framework

Public trust is the cornerstone of effective policing. A strong police oversight framework – grounded in transparency and accountability – is essential to maintaining that trust and ensuring Ontario's police services and police service boards operate with integrity and fairness.

The IoP's Risk-Based Compliance and Enforcement Framework is Now Public

I am pleased to share the Inspectorate of Policing's (IoP) **Risk-Based Compliance and Enforcement Framework**: a strategic operating approach that combines integrated, risk-based methods with incentives to support compliance and elevate the performance of Ontario's policing entities. As you will hear me say, this Framework is the IoP's 'operating philosophy'. The IoP will apply this Framework—and the authorities available to the Inspector General (IG) under the *Community Safety and Policing Act* (CSPA)—based on ongoing assessments of risks that could impact the quality and effectiveness of policing and police governance in Ontario. Risk levels will be determined by reviewing indicators of adequate and effective policing, including signs of police service or board non-compliance or misconduct by police service board members, along with factors that may either increase or reduce those risks.

This [publicly available Framework](#) is designed to implement the mandate of the Inspector General of Policing (IG) in a manner that strengthens oversight and fosters transparency, accountability, and public confidence in policing across the province.

Early concepts from the Framework were presented as part of the IoP's session at the CSPA Summit in February 2024. Following that, the IoP engaged with stakeholders, including the Ontario Association of Chiefs of Police, the Ontario Association of Police Service Boards, and the Police Association of Ontario, to share the draft Framework and gather feedback to inform this final product. I appreciate this engagement and the contributions each of these organizations continue to make to our shared goals of making everyone in Ontario safer.

New Advisory Bulletin Concerning Board Meetings

I am also pleased to share with you the attached **IG Advisory Bulletin 2.1: Board and Committee Meetings**. This Bulletin summarizes requirements found in the CSPA for police service board meeting practices, and provides additional guidance and IG advice on how to remain compliant with those requirements by implementing certain approaches. Complying with the CSPA's board meeting requirements—while this may require adjustment to long-standing past practice—is an obligation all boards must embed into operations. I strongly encourage all police service boards to read and incorporate this IG advice and practice into regular board business and procedures, and ensure that your board is operating in compliance with all statutory meeting requirements. Please engage with you Police Services Advisor if you have any questions about implementation within your specific local context.

IoP Organizational Updates

I also would like to share some recent updates to the IoP team that will be relevant to you in receiving support from, and engaging with, our organization.

First, I am pleased to announce that **Morgan Terry** has taken on the newly created position of Assistant Director in the Investigations, Inspections and Liaison Branch. Demonstrating our commitment to ongoing communication and proactive engagement with the sector, Morgan will work alongside Deputy Inspector General, Joseph Maiorano, with a specific focus on the IoP's liaison, monitoring and advisory functions. In this role, Morgan will lead IoP strategy and team members to deliver advice and support to the policing sector to ensure compliance and promote continuous improvement in service delivery and governance. For clarity, Joe will continue to oversee our work on policing complaints, investigations and inspections.

Second, in support of your engagement of IoP Police Services Advisors on day-to-day issues and advice, please find attached an **updated Advisor Assignment List**. As always, you are encouraged to reach out to your Advisor should you have any questions regarding IoP communications or CSPA compliance.

We thank you for your continued dedication to excellence in police service and its governance.

Sincerely,



Ryan Teschner

Inspector General of Policing of Ontario

c: Mario Di Tommaso, O.O.M.

Deputy Solicitor General, Community Safety

Inspector General Advisory Bulletin



Advisory Bulletin 2.1: Board and Committee Meetings

Date of issue: September 25, 2025

What you need to know

Police service boards and OPP detachment boards conduct their business and make deliberations, considerations, and decisions in meetings. The *Community Safety and Policing Act* (CSPA) sets out requirements for meetings held by boards and their committees, and establishes a modern approach premised on public transparency of board business as the ‘rule,’ with requirements for a board to publicly explain when meetings are closed to the public.

“Meeting” Definition

The CSPA does not define “meeting” for determining when compliance with meeting requirements is necessary. Using subsection 238(1) of the *Municipal Act* for guidance, boards should consider a meeting to be any regular, special, or other gathering of a board or committee where:

- a quorum of members is present, and
- members discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of the board or committee.

Social or informal gatherings of board members would not be board meetings unless the two-part test described is met. Board members should be vigilant when a quorum is present at gatherings to avoid holding unintended meetings.

Meeting Notice – CSPA subsections 43(5)-(7)

Boards and committees must publish notice of meetings that are open to the public on the Internet. The notice must:

- be published at least seven days before the meeting, except in extraordinary circumstances (CSPA subsection 43(5)-(6)); and,
- include the proposed agenda and either the record of the most recent public meeting or information on how the public can access that record (CSPA subsection 43(7)).

Electronic meeting notices must include specific information about how to access the meeting.¹

Transparency and Open Meetings – CSPA subsection 43(3)

Meetings conducted by boards and their committees must be open to the public subject to decisions to close meetings or parts of meetings when permitted by subsection 44(2).

The purpose of the CSPA open meeting rule is to increase the open and transparent exercise of board authority and discharge of duties so as to enhance public confidence in the operation and integrity of boards, and by extension the policing they oversee.

Boards and committees should consider public access when deciding on meeting locations. Holding a “public” meeting within a secure police facility or at a non-published location may not always meet the test of “open to the public”². In addition, the use of electronic meetings presents additional challenges to ensure meetings are publicly open.

Closed Meetings – CSPA subsections 44(2)-(6)

Boards and committees may (not must) close meetings to the public if the subject matter being considered is:

- the security of the property of the board;
- personal matters about an identifiable individual, including members of the police service or any other employees of the board;
- information that section 8 of the *Municipal Freedom of Information and Protection of Privacy Act* would authorize a refusal to disclose if it were contained in a record (a “law enforcement” matter);
- a proposed or pending acquisition or disposition of land by the board;
- labour relations or employee negotiations;
- litigation or potential litigation affecting the board, including matters before administrative tribunals;
- advice that would be inadmissible in a court by reason of any privilege under the law of evidence, including communications necessary for that purpose;
- information explicitly supplied in confidence to the board by Canada, a province or territory or a Crown agency of any of them, a municipality or a First Nation;
- a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
- a trade secret or scientific, technical, commercial or financial information that belongs to the board and has monetary value or potential monetary value;

¹ [Ombudsman Investigation Report – Municipality of West Elgin December 2024](#)

² [Ombudsman Investigation Report – Township of Woolwich June 2015](#)

- a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the board; or,
- an ongoing investigation respecting the board.

Boards should note the discretionary nature of decisions to exclude the public when considering the above subjects. When making these decisions, boards and committees should balance the principles of transparency and public interest against the potential harm of disclosure.

Meetings must be closed to the public by police service boards and their committees if the subject matter being considered is a request under the *Municipal Freedom of Information and Protection of Privacy Act* (CSPA subsection.44(3)).

Board and committee meetings may also be closed to the public if held for the purpose of educating or training members and the business or decision-making of the board is not materially advanced in the meeting (CSPA subsection.44(6)).

The CSPA open and closed meeting rules for boards and committees very closely follow, with some modifications, the rules for municipal councils, committees, and local boards under Ontario's *Municipal Act*. The Ontario Ombudsman has been examining open meeting matters under that Act since 2008 and has published guidance that the loP believes will assist police service boards, OPP detachment boards and their committees when making decisions on the CSPA open and closed meeting rules and practices. The Ontario Ombudsman guidance document is available here: [Open Meetings - Guide for Municipalities | Ombudsman Ontario](#)

Agenda Considerations – CSPA subsection 44(1)

Before holding a meeting, boards and committees must consider whether to close the meeting or part of the meeting having regard to subsections 44(2)-(3) of the CSPA, referenced above, which list subjects that either permit or require the exclusion of the public.

Resolution Closing Meeting – CSPA subsection 44(1)

If a board or committee decides to exclude the public, they must state by resolution the fact the board is holding a closed meeting, and the general nature of the matter to be considered. In addition, if the public is excluded from a meeting held for educating or training board or committee members, the resolution must specifically state that the meeting is closed under subsection 44(6).

In addition to the CSPA requirement for educational and training meetings, the loP recommends that closed meeting resolutions cite the specific CSPA authority for excluding the public in all instances. The loP further recommends that resolutions have sufficient detail of the closed matter to assure the public that the power to close the meeting is being responsibly exercised. Finally, to support transparency, the required resolution must be made in a meeting or part of a meeting that is open to the public.

Board Delegation and Committees – CSPA subsections 42(1)-(4)

Boards may delegate any of their powers to a committee established by by-law of the board. The by-law may govern the name, powers, duties, and quorums of the committee. The by-law should also govern the composition of the committee and member appointment process.

Committees must be composed of at least two members of the board, except if the only delegated power is bargaining under Part XIII of the CSPA. A bargaining committee can be composed of one board member. Additional non-board members may be appointed to the committee as long as a majority of the committee is composed of members of the board.

Quorum – CSPA subsection 43(2)

Boards and committees must have a quorum present to hold a meeting to conduct business and make decisions. Quorum is a majority of the members of the board.

Vacancies on a board do not reduce meeting quorum requirements. For example, quorum for a five-member board with two vacancies remains at three members.

Board members are not counted towards quorum if they are prohibited from exercising the powers or performing the duties of their position because mandatory training has not been completed (CSPA subsections 35(2)-(5)).

Board members may become subject to Inspector General investigations into their conduct and directed to decline to exercise their powers or perform their duties as a member of the board pursuant to CSPA subsection 122(1). Board members who have received this direction are not counted towards quorum. If the board cannot constitute quorum as a result, the Inspector General may appoint additional members to act in their place for the duration of the investigation.

Quorum for committees is determined by boards through their by-law establishing the committee (CSPA subsection 42(2)).

Meeting Frequency – CSPA subsection 43(1)

Boards must hold at least four meetings each year. Holding meetings exceeding this minimum and the period between meetings are discretionary decisions for boards. These decisions should be based on the governance obligations and statutory responsibilities arising from the size and complexity of the governed police service or OPP detachment, and the needs of the area under the board's jurisdiction.

Record of Meeting – CSPA subsection 43(4)

Boards must record all resolutions, decisions, and other proceedings at all meetings, whether open to the public or not. The record must not include additional notes or comments by the recorder.

The IoP recommends boards, when establishing committees, include this recording requirement as a duty of the committee in the governing by-law.

What you need to do*Meeting Practice Examination and Potential Changes to Practice*

Boards should examine their meeting practices, particularly regarding holding closed meetings, in consideration of the transition from long-standing *Police Services Act* requirements to those newly established by the CSPA. Where needed, adjustments should be made to come into compliance.

Boards should have any changes in meeting practices reflected in their established rules and procedures (CSPA section 46).

The new requirement for a resolution to close meetings will require some boards to change their existing practice of holding two distinct consecutive meetings – open and closed – with the closed meeting entirely excluding the public. Through its monitoring function, the IoP has observed that boards who have successfully transitioned meeting practices to the new requirements have adopted one of two options, both of which are CSPA-compliant:

- Two distinct consecutive meetings: Open meeting is entirely public and ends with adjournment. The closed meeting starts with an open part for routine administrative matters (opening statements, declarations of interest) followed by a resolution compliant with CSPA subsection 44(1). The closed portion ends with a resolution to return to public. The closed meeting ends in public with adjournment.
- A single meeting that is partly open and partly closed: The open part is closed by resolution compliant with CSPA subsection 44(1). The closed portion ends by resolution to return to the open meeting. The meeting continues in public until adjournment.

Emergency and Special Meetings

A board may be required to hold an emergency or special meeting outside of its regularly scheduled meetings. IoP Advisors have the authority to enter board meetings for compliance monitoring, including those closed to the public, pursuant to CSPA subsection 115(7). Boards should **notify their assigned Police Services Advisor for all emergency and special meetings whether open to the public or closed so the IoP is**

aware and the Advisor can determine whether attendance is necessary in the circumstances.

What we will do

The IoP's Police Services Advisors support the Inspector General's statutory monitoring and advisory duties under the CSPA. Advisors are available to provide advice on board compliance with the CSPA meeting requirements, including suggested application of leading practices and referrals to boards that have established good practices.

Note: Advisory Bulletins are the IG's advice provided pursuant CSPA subsection 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.

RISK-BASED COMPLIANCE AND ENFORCEMENT FRAMEWORK



September 2025

1. Introduction

A strong police oversight framework, built on transparency and accountability, recognizes that public trust is essential for police to do their jobs effectively.

The Community Safety and Policing Act, 2019 (CSPA) created the role of the Inspector General of Policing (IG) as part of the broader transformation of Ontario's policing legislative framework. The role of the IG – the first of its kind in Canada – is an important ingredient to enhancing police oversight and performance in Ontario.

The Inspectorate of Policing (IoP) is an arm's-length oversight body established to meet the legislated mandate of the IG under the CSPA. On behalf of the IG, the IoP delivers a spectrum of oversight functions for the policing and police governance sector in Ontario, including compliance inspections of police services, police board member conduct inspections, monitoring and advisory services, and, where necessary, enforcement that is driven by research and data analysis.

The IoP drives improvements in policing to make everyone in Ontario safer by ensuring that the public safety sector is responsive to the diverse communities it serves. To do this, the IG's oversight mandate includes working with the following entities:

- Municipal police services and the Ontario Provincial Police (OPP);
- Chiefs of police and police service boards;
- OPP Detachment Boards;
- Special Constable Employers; and,
- First Nations (FN) police services and boards that opt-into the CSPA framework.

2. Ongoing Assessment of Risk

The application of the IoP's Compliance Model, including the range of activities and enforcement measures provided to the IG under the CSPA, will be based on a continual assessment of risk to the delivery of good policing. The IoP will determine the level of risk by assessing indicators of adequate and effective policing, including potential or existing non-compliance or board member misconduct, along with the presence of mitigating or aggravating risk factors.

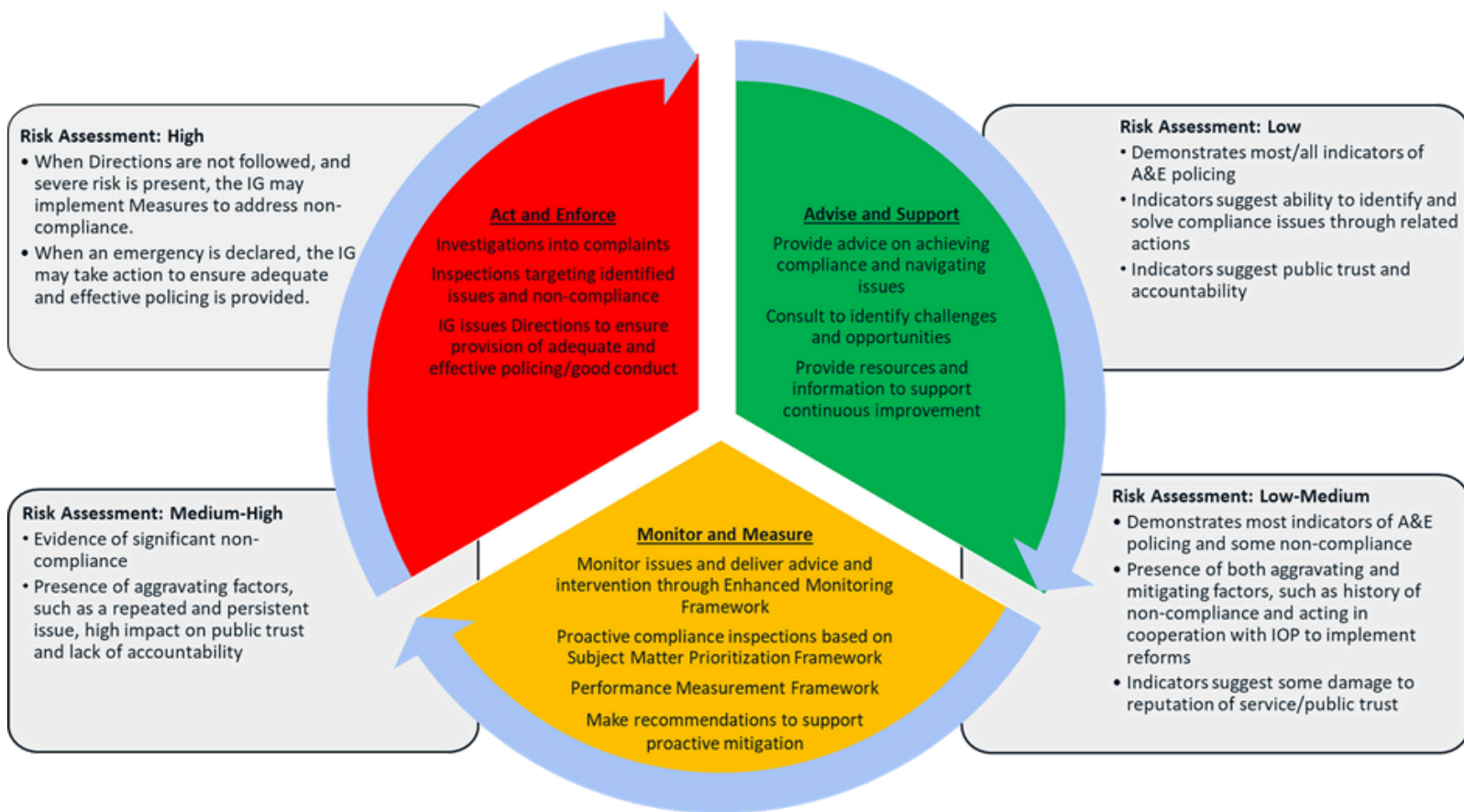
Indicators of Adequate and Effective Policing*	Mitigating or Aggravating Risk Factors**
<ul style="list-style-type: none"> • Achievement of compliance as set out in the CSPA and its regulations • Strength of local relationships and communication, including between the Chief of Police and Police Services Board, and the Board, the Police Service and the community, among others • Allocation of resources to support adequate and effective police service delivery • Local police governance reflects understanding of the Ontario's policing framework, the role and responsibilities of the Police Services Board and compliance with the Board Member Code of Conduct • Ability to address emerging or persistent local issues impacting policing and community safety • Consideration of evolving events and issues that have broader impact on the policing sector as a whole 	<ul style="list-style-type: none"> • Role of the responsible party in the misconduct or non-compliance (minor or major) • Seriousness of misconduct or non-compliance • Public interest • Impact on complainant(s) and community • Impact to public and officer safety • Previous compliance or conduct issues • Duration and frequency of issue • Damage to reputation of board and service • Intentional or unintentional • Steps already taken to address the issue(s) • Willingness to take accountability and implement reform

*List is not exhaustive. Assessments will be case-by-case and consider all factors relevant to the situation.

**For greater clarity, all references to conduct or misconduct are in relation to police services board members.

3. Compliance and Enforcement Model

The IoP's Compliance Model contains a mix of integrated, risk-based approaches and incentives to achieve compliance and improve the performance of policing entities. The Compliance Model is applied with discretion and good judgment – applying the “right touch” to deploy the most effective options, having regard to the relevant circumstances, and based on the level of risk. The IoP will apply the Model and associated activities with consideration for all available information to drive the assessment of risk.



4. Risk-based Compliance and Enforcement Activities

The Compliance and Enforcement Model will be used to guide the application of the IG's compliance and enforcement activities according to the level of risk associated with police service and police governance delivery. When engaging in any of its oversight and regulatory activities, the IoP will always seek to improve the overall performance of the policing sector in Ontario.

4.1 Advise and Support: Low Risk

The IoP will use its statutory consulting function to continually assess local police service delivery and governance, and potential risks. When a low risk to compliance and/or performance has been identified, the IoP will support compliance and continuous improvement by providing **advice and information** designed to assist the public safety entities the IG oversees. The IoP is well-positioned to see across Ontario's policing and police governance sector, identify areas that call out for attention and identify leading practices that will assist the sector in improving compliance with the CSPA and overall performance.

The IoP engages with policing entities to identify issues, challenges and opportunities to improve compliance with the CSPA, and overall police performance. We communicate directly with police leaders **on emerging or persisting issues** to identify areas for IoP support and promote collaboration on solutions – including solutions that may be relevant across Ontario's policing sector.

The IoP conducts **research and analysis to provide insight on issues, challenges and opportunities** to improve compliance and overall police and police governance performance. The **IoP will serve as a 'Centre of Excellence'** to proactively support learning and continuous improvement in the sector, distilling and sharing insights and advice gleaned through our monitoring, inspection findings, research and analysis. We will support understanding of our work, key issues in policing, policing performance and leading practices by publishing information and resources

4.2 Monitor and Measure: Low-Medium Risk

Routine monitoring of public safety entities ensures identification of issues that may require closer examination by the IoP, such as evolving local demands on policing, potential non-compliance, or leadership and governance issues. **Monitoring** may include maintaining awareness of local efforts to address known issues, or tracking wider issues that require more oversight and engagement from the IoP or other partners. This may include identifying matters for an inspection, with priority given to compliance issues and actionable outcomes that will have the greatest impact on improving public safety and policing performance.

The IoP may assess compliance and performance at a specific point in time, or, on a regular basis through **inspections and data analysis**. Inspections are a critical tool not only to verify that legal requirements are being met, but also to highlight local promising and/or innovative practices that may be adopted on a larger scale to support continuous service improvements across the province. Inspections may include document review and research, data collection and analysis, or interactive, onsite assessments, or a combination of these methods.

Our **Policing Performance Measurement Framework*** (PPMF) will power our intelligence-led approach to identifying current and emerging trends and generate real insights – for the public and the policing sector – as to what drives and hinders effective police performance and governance, and highlights leading practices to promote continuous improvement. The PPMF will enable the IoP to identify poor performance or specific activity categories that warrant improvement or further inspection. Through this proactive approach, the IoP will be able to see where support or intervention may help to address issues early, before they escalate into matters of non-compliance.

When IoP monitoring and measurement activities identify performance issues or potential non-compliance or misconduct, additional compliance activities may be undertaken.

4.3 Act and Enforce: Medium-High Risk and High Risk

a) Medium-High Risk

The IoP ensures compliance and the delivery of adequate and effective policing by taking **enforcement actions** to address policing complaints and issues identified by the IoP. In this part of the Model, the focus of the IoP's compliance activities is on **direct intervention to address the identified issues and the application of a range of enforcement options** to compel compliance, improve performance and enhance public confidence.

When the IoP receives a policing complaint that falls within its mandate, there is a legal duty to deal with the complaint, and to keep the complainant informed of the status and the outcome. Depending on the nature and seriousness of the complaint, the IoP may:

- Refer a matter back to the applicable Board or Chief of Police, if the complaint is about local policies or procedures, and require reporting to the IG on steps taken in response to the complaint;
- Conduct an inspection in response to concerns about service delivery or failure of an entity to comply with the CSPA and its regulations, other than officer misconduct; or,
- Conduct an investigation, including in response to allegations about board member misconduct.

* As of the publication date, development of the Policing Performance Measurement Framework is ongoing.

If non-compliance with the requirements set out in the CSPA, or significant risk to the delivery of adequate and effective policing in accordance with the standards set out in the regulations is found to exist, **the IG may consider the application of additional compliance efforts, or issue written and legally-binding Directions** to prevent or remedy the issue. Directions issued will be tailored to the circumstances and proportionate to risk, and further previous IoP efforts to resolve issues.

For example, if a complaint were received concerning a police service's response to a 911 call, and the resulting inspection found non-compliance with regulatory requirements for police communications and dispatch, the IG could issue Directions to the police service to ensure corrective action and monitor to ensure implementation.

b) High Risk

In very serious situations, where the IG believes that adequate and effective policing is not being provided in an area, or that an emergency exists, **the IG request a police service board or require the Commissioner of the Ontario Provincial Police to provide policing in that area.**

Additionally, if Directions made by the IG to address identified non-compliance following an inspection or investigation are not complied with, **the IG may impose legally-binding Measures, including:**

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

The imposition of Measures by the IG is discretionary, and is determined on a case-by-case basis, having regard to the following **objectives:**

- The public interest in receiving adequate and effective policing;
- Remedying or preventing further non-compliance or misconduct by removing the responsible individual(s) from their position(s);
- Measures are similar to those imposed on similar entities or individuals for similar infractions committed in similar circumstances; and,
- All available Measures that are reasonable in the circumstances should be considered.

Any decision to use the legally-binding authorities in the CSPA is grounded in the principles of **procedural fairness**, and be based on:

- Ensuring that policing laws and standards are complied with;
- Policing entities and professionals are performing according to the standards set out in the CSPA; and,

- The public interest in addressing a matter so as to enhance public confidence in Ontario's policing system.

In support of **transparency, accountability and public confidence** in the work of the IoP, the IG is required to **publicly report** on investigation and inspection findings, as well as Directions and Measures.

5. Conclusion

Police service delivery and governance throughout Ontario is monitored and assessed by the IoP using a multi-faceted, risk-driven approach, ensuring that the duties and authorities of the IG are applied at the right time and for the right amount of time, in the right place(s), and in the right way.

The IoP's focus remains on supporting the best possible policing in Ontario communities by ensuring policing providers operate in compliance with legislated requirements and continuously and sustainably improve their performance. The IoP does its work in a balanced and transparent manner, to enhance the confidence of the public and the policing sector in what we do, and how we do it.

POLICE SERVICES ADVISORS – BOARD & POLICE SERVICE ASSIGNMENTS

POLICE SERVICES LIAISON UNIT, INSPECTORATE OF POLICING

Zones are OAPSB and OACP consistent. Municipal board names are as recorded by the Public Appointments Secretariat, except for regional municipalities, which have been modified for consistency. Boards responsible for multiple municipalities (excluding upper-tier boards) are indicated as “joint”. Police service names significantly different from the board are listed with the board. There are currently **43** municipal boards in Ontario.

Municipal Boards & Police Services – CSPA Part IV

ZONES 1/1A	ZONE 2	ZONE 3	ZONE 4	ZONE 5	ZONE 6
Tom Gervais (416) 432-5645 tom.gervais@ontario.ca <i>B/U Ron LeClair</i>	Graham Wight (416) 817-1347 graham.wight@ontario.ca <i>B/U Ryan Berrigan</i>	Ryan Berrigan (416) 315-2483 ryan.berrigan@ontario.ca <i>B/U Graham Wight</i>	David Tilley (647) 224-9370 david.tilley@ontario.ca <i>B/U Hank Zehr</i>	Hank Zehr (437) 777-9605 hank.zehr@ontario.ca <i>B/U David Tilley</i>	Ron LeClair (226) 280-0166 ronald.leclair@ontario.ca <i>B/U Tom Gervais</i>
Greater Sudbury	Belleville	Barrie	Brantford	Guelph	Aylmer
North Bay	Brockville	Bradford West Gwillimbury & Innisfil (joint) - <i>South Simcoe</i>	Halton Regional	Hanover	Chatham-Kent
Sault Ste. Marie	Cornwall	Cobourg	Hamilton	Owen Sound	LaSalle
Thunder Bay	Deep River	Durham Regional ¹	Niagara Regional	Saugeen Shores	London
Timmins	Gananoque	Kawartha Lakes	Woodstock	Stratford	Sarnia
	Kingston	Peel Regional ²		Waterloo Regional	St. Thomas
	Ottawa	Peterborough		West Grey	Strathroy-Caradoc
	Smiths Falls	Port Hope			Windsor ^{1,2}
		Toronto ^{3,4}			
		York Regional			
		¹ <i>Tom Gervais B/U</i>			¹ <i>Hank Zehr Primary</i>
		² <i>Hank Zehr Primary</i>			² <i>David Tilley B/U</i>
		³ <i>Tom Gervais Primary</i>			
		⁴ <i>David Tilley B/U</i>			
5	8	10	5	7	8
					Total 43

SIoux LOOKOUT OPP DETACHMENT BOARD

RULES AND PROCEDURES

as required under Section 46 of the
Community Safety and Policing Act, S.O. 2019

AND

LOCAL POLICIES

per Section 69 of the
Community Safety and Policing Act, S.O. 2019

SIoux LOOKOUT OPP DETACHMENT

serves the following communities:

- Municipality of Sioux Lookout
- Township of Pickle Lake
- Kitchenuhmaykoosib Inninuwug (KI) First Nation (Big Trout Lake)
 - North Caribou Lake First Nation (Weagamow/Round Lake)
 - Wapekeka First Nation
 - Wawakapewin First Nation

Adopted on August 8, 2024

SIOUX LOOKOUT OPP DETACHMENT BOARD

RULES AND PROCEDURES AND LOCAL POLICIES

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Sault Ste. Marie					
Sioux Lookout					
South Porcupine					
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Temiskaming 1					
Temiskaming 2					
Temiskaming 3					
Thunder Bay					
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36	18	12	6	10	6
					Total 88