



GREATER SUDBURY POLICE SERVICE BOARD
WEDNESDAY, SEPTEMBER 16, 2026 – 10 A.M.
 Alex McCauley Boardroom/[Teams](#)

PUBLIC AGENDA

ITEM		REPORT	MOTION	PAGE(S)
1	Motion to Meet IN CAMERA		Motion	
2	Matters Arising from In Camera			
3	Land Acknowledgement			
4	Roll Call			
4.1	Members			
4.2	Introduction of Board Executive Director			
4.3	Introduction of Ron LeClair, Police Services Advisor			
5	Declarations of Conflict of Interest			
6	Approval of the Minutes			
6.1	June 17, 2026 (Public & In-Camera)		Motion	
6.2	July 13, 2026 (Special Meeting – In-Camera)		Motion	
6.3	July 27, 2026 (Special Meeting – In-Camera)		Motion	
6.4	August 10, 2026 (Special Meeting – Public)		Motion	
7	Delegations			
7.1	Safe Ride Home – Tony McGregor/Lesli Green			
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8	Accept Consent and Discussion Agenda – September 16, 2026	✓	Motion	2
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9.7	Inspectorate of Policing – Memo No. 11 – Notice of Issue – Increase in Antisemitism and Hate Motivated Incidents	✓	Motion	125-135
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10.1	2026 Diversity Advisory Committee Bursary Recipients	✓	Motion	142-144
10.2	Delegation of Signing Authority - January to June 2026	✓	Motion	145-146
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11	Agreements			
11.1	Triton Police Innovations – Recruitment Screening Service	✓	Motion	159-160
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14	New Business			
15	Date of Next Meeting			
	October 21, 2026			
16	Adjournment		Motion	

CONSENT AGENDA



GREATER SUDBURY POLICE SERVICE BOARD REPORT

8 PUBLIC

Date: September 10, 2026

Prepared by: Sharon Baiden, Interim Board Staff

SUBJECT: Consent Agenda – September 2026

ACTION: For Approval

THAT the Greater Sudbury Police Service Board receive and/or approve Consent Agenda items 8.1 – 8.3:

- 8.1 Inspector General Annual Report
 - 8.2 Notification of Change to Assigned Police Services Advisor
 - 8.3 IoP Intelligence Hub
 - 8.4 Police Governance Ontario Board 2026-2027
 - 8.5 Notes of Appreciation
 - 8.6 Line of Duty Deaths Inspector General Correspondence
 - 8.7 Inspector General Memo and Advisory Bulletin #4.1: Political Activity-Police Service board Members and OPP Detachment board Members
 - 8.8 Correspondence Incidents of Violence and Harassment in Condominium Communities Improved Police Presence, Responsiveness and Intervention Required
-

CURRENT SITUATION:

For the purposes of convenience and for expediting meetings, matters of business or repetitive/routine nature are included in the Consent Agenda, and all such matters of business contained in the Consent Agenda are voted on collectively.

A particular matter of business may be singled out from the Consent Agenda for debate or for a separate vote upon the request of any Member. In the case of a separate vote, the excluded matter of business is severed from the Consent Agenda, and only the remaining matters of business contained in the Consent Agenda are voted on collectively.

Each and every matter of business contained in the Consent Agenda is recorded separately in the minutes of the meeting.



**Inspectorate
of Policing**

**Service d'inspection
des services policiers**

**Office of the Inspector
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Inspector General of Policing Memorandum

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

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: July 28, 2026

SUBJECT: Inspector General Memo #12: Release of the Inspector General of Policing
2025 Annual Report

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

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

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

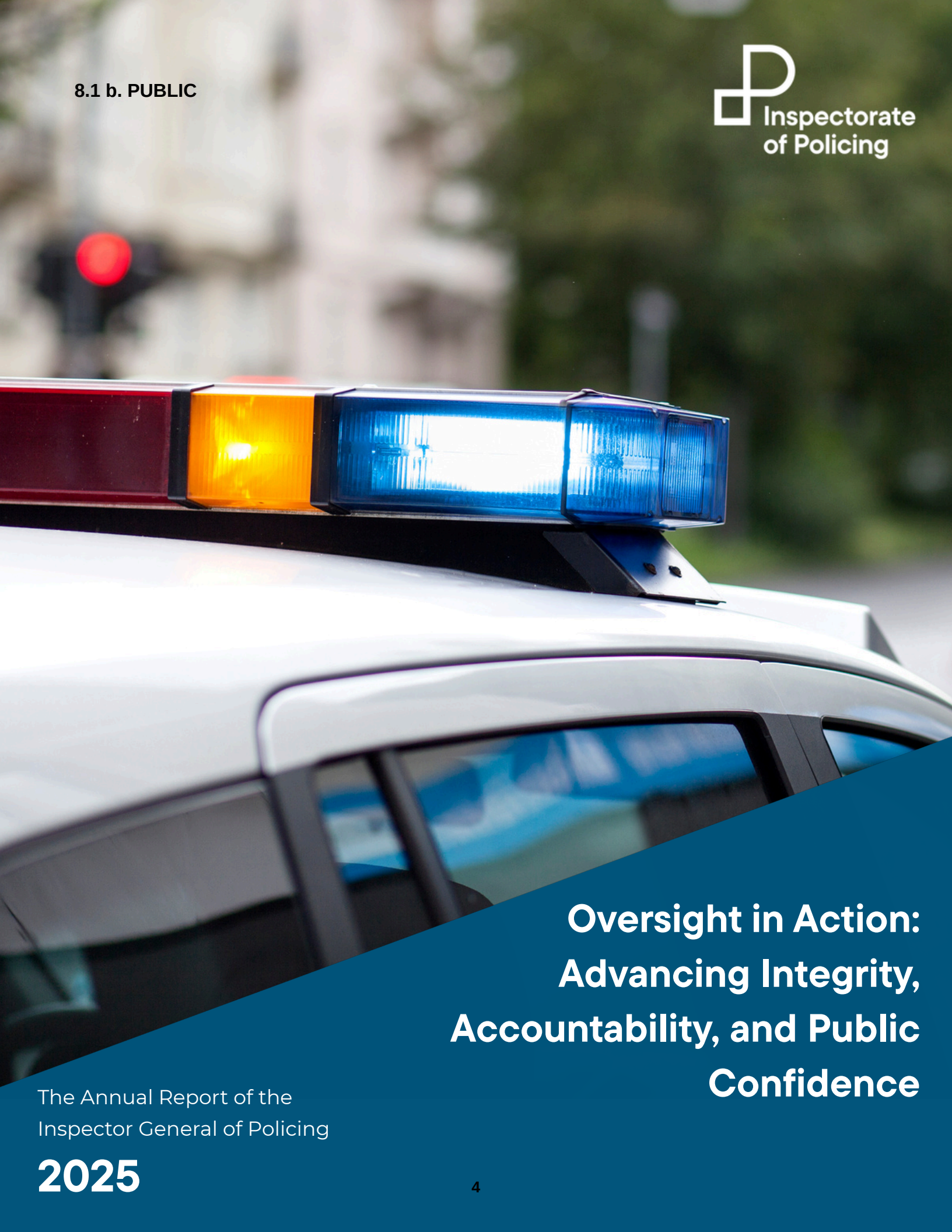
Thank you for your continued engagement, professionalism, and commitment to serving communities across the province. The perspectives, and experiences shared by police services and police service boards throughout the year have helped inform the insights and content reflected in this report. I look forward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

Sincerely,

Ryan Teschner

Inspector General of Policing of Ontario

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



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

The Annual Report of the
Inspector General of Policing

2025

June 30, 2026

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

Dear Solicitor General Kerzner,

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

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

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

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

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

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

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

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

I respectfully submit this Report for your consideration.

Sincerely,

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

Ryan Teschner
Inspector General of Policing of Ontario

Copy: Deputy Solicitor General Mario Di Tommaso, O.O.M.

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**The Inspectorate of Policing is honoured
to collaborate with First Nations, Inuit and
Métis leadership, partners and
communities across their territories.**





Land Acknowledgement

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

We acknowledge that there are 46 treaties and other agreements that cover the territory now known as Ontario. We acknowledge that we continue to live and work in these territories and are thankful to the First Nations and Métis peoples who have cared for these lands since time immemorial. Their enduring contributions continue to strengthen Ontario and enrich all communities. We also acknowledge the many other Indigenous peoples from Indigenous nations who call this place home.

The Inspectorate of Policing is honoured to collaborate with First Nations, Inuit, and Métis leadership, partners, and communities across their territories. The Inspectorate of Policing is committed to deepening its understanding of the rich history of this land while honouring the inherent and treaty rights of Indigenous peoples.

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



Independent
civilian oversight
plays a critical role
by providing
impartial scrutiny
and reinforcing
accountability.”

Ryan Teschner

Inspector General of Policing



Message from the Inspector General of Policing of Ontario

Legitimacy is the foundation upon which public trust in policing is built. It reflects the extent to which policing is perceived as fair, accountable, and aligned with the public interest. Legitimacy is shaped not only by the actions of individual police officers, civilian members of a police service, and police service board members, but by the systems, leadership, and governance structures that guide decision-making across the policing sector. Independent civilian oversight plays a critical role in sustaining this legitimacy by providing impartial scrutiny, reinforcing accountability, and ensuring that policing authority is exercised in a manner that maintains public confidence. Where legitimacy is strong, public trust is reinforced; where it is undermined, confidence can quickly erode.

Sustaining legitimacy is a continuous responsibility—one that extends beyond individual conduct to the institutions and frameworks that shape and oversee policing in Ontario. Civilian oversight bodies, including the Inspectorate of Policing, are central to this effort. By promoting transparency, consistency, and independence in the assessment of policing practices and governance, oversight helps ensure that policing remains responsive to evolving public expectations while grounded in principles that support enduring legitimacy.

While Ontario's policing system operates in a period of heightened public expectations and increasing operational complexity, 2025 marked an important year in the continued implementation and practical application of the Inspector General of Policing's oversight mandate in Ontario, implemented through the dedicated professionals who work at Canada's first Inspectorate of Policing (IoP).

From framework to practice

Building on the foundational work of previous years, the IoP further advanced key elements of its mandate under the CSPA. The release of the first public Inspector General Decisions and Findings Reports represented an important step in demonstrating how independent oversight operates in practice. These decisions clarified expectations for adequate and effective policing, reinforced standards for police service board governance and conduct, and contributed to greater consistency and accountability across the system, supporting continuous improvement.

Throughout 2025, our oversight activity reflected both responsiveness and forward-looking priority setting. Alongside receiving and processing hundreds of public complaints, work continued on the inspection of the Thunder Bay Police Service and Board, and system-wide initiatives advanced, including research on police response times and the first successful cycle of full data collection from Ontario's municipal police services and boards. We also released our first Spotlight Report, [Policing of Protests and Major Events: Public Order Maintenance in Ontario](#), which drew on a province-wide inspection to assess the state of public order policing. The Spotlight Report identified a system that is generally strong and responsive, but increasingly under strain due to rising demand and complexity, and set out targeted recommendations to support greater consistency and long-term sustainability across the sector.

A defining feature of 2025 was direct engagement with the policing sector. Through my Inspector General Tours, I completed visits to all 43 municipal police services and boards, as well as the Ontario Provincial Police and the Nishnawbe Aski Police Service and Board. These visits reinforced the importance of understanding local realities while also highlighting that organizational culture, leadership, and day-to-day practices all play a critical role in sustaining integrity.

The IoP's engagement also extended nationally and internationally, contributing to ongoing dialogue with policing oversight partners around the world, and helping to situate Ontario's approach within a broader accountability landscape.

First Nations policing and partnerships

Progress also continued in supporting First Nations policing and governance. Through the work of the First Nations Policing Services Liaison Unit, the IoP supported the Nishnawbe Aski Police Service and its Board following their decision to opt into the CSPA.

This work included strengthening governance capacity through training and advisory support, advancing policy development to align with new requirements, and maintaining engagement with First Nations leadership and policing partners. It also extended to supporting other First Nations police services as they explore pathways within Ontario's modernized legislative policing framework.

Governance and transparency

Strengthening policing governance and transparency remained central throughout the year. The introduction of new Inspector General Advisory Bulletins, the provision of specific and real-time guidance from the IoP's Policing Liaison Advisors, and the public posting of Inspector General Decisions each marked important firsts in Ontario's policing oversight landscape. Together, these tools supported clarity and shared understanding across the policing system, helping ensure that oversight is not only exercised, but visible—reinforcing public confidence through transparency and evidence.

This work also provided the IoP with a clearer line of sight into where broader risks and vulnerabilities may exist across the system, particularly in relation to integrity. In that context and based on the allegations emerging from the criminal investigation titled 'Project South,' in February 2026, I announced the launch of a province-wide inspection into police integrity and anti-corruption practices across Ontario's police services and police service boards.

This inspection was not part of the IoP's original work plan for 2025. It was initiated in response to events that raised legitimate questions about the strength of existing integrity, supervision, and accountability systems within the policing sector. While those events originated in a single jurisdiction, the issues they revealed are not confined to one police service. Addressing them effectively requires a system-wide approach, consistent with the intent of Ontario's policing legislation and a commitment to fortifying the entirety of Ontario's policing system against corruption threats posed, among others, by organized crime.

Accordingly, the inspection is focused on structural safeguards rather than individual cases. It will assess whether policing institutions are equipped to prevent, detect, and respond to corruption threats, and whether the systems designed to support integrity are functioning well. This approach reflects a core principle of modern policing oversight that I have sought to embed in the IoP's work broadly: institutional design is as important as individual conduct.

Legitimacy, oversight, and the future of policing

My Annual Report provides both a record of the IoP's oversight activities in 2025 and a broader view of policing and governance in Ontario. It reflects a policing system that is fundamentally strong, while also navigating real operational, financial, and governance pressures at a moment where various 'winds of change' are impacting policing worldwide. In this environment, legitimacy is emerging as the defining strategic variable for the future of policing—where authority is increasingly contested, technology presents both opportunity and risk, and demand continues to expand unless deliberately constrained. The choices made now—about partnerships, consent, capability, and narrative leadership—will shape whether policing remains a trusted anchor of social stability or becomes overstretched and reactive.

This Annual Report also reflects the work of an oversight organization committed to independence, fairness, transparency, and continuous improvement—the policing sector's, as well as the IoP's.

I am deeply grateful to the dedicated professionals at the IoP, to police service boards, chiefs of police and the Commissioner of the Ontario Provincial Police, and First Nations leadership across Ontario, as well as the many community organizations who engaged with our work this year. Advancing effective, accountable, and trusted policing is a shared responsibility. As policing evolves, so too must oversight. Oversight bodies are increasingly moving beyond traditional compliance functions toward a broader role as stewards of legitimacy—shifting from retrospective fault-finding to system-level sensemaking, and from detached review to active contributors to institutional trust.

I look forward to the work ahead as we continue to strengthen an oversight system that supports public confidence and reinforces trust in policing through transparency, accountability, and fairness. Future effectiveness will depend on our ability to adapt—ensuring that oversight frameworks, capabilities, and public narratives remain responsive in environments where trust is more fragile, systems are more complex, and authority is more actively questioned.



Ryan Teschner
Inspector General of Policing of Ontario
June 2026

About Ontario's Inspector General and the Inspectorate of Policing



The Role of the Inspector General

The Inspector General of Policing (IG) drives improved performance and accountability in policing and police governance by overseeing the delivery of adequate and effective policing across Ontario. The IG ensures compliance with the province's policing legislation and standards, and has the authority to issue progressive, risk-based and binding directions and measures to protect public safety. Ontario's Community Safety and Policing Act, which came into effect on April 1, 2024, embeds protections to ensure the IG's legal role is delivered arm's-length of government.

The IG leads the Inspectorate of Policing. The IoP provides operational support to inspect, investigate, monitor, and advise Ontario's police services, boards and special constable employers. By leveraging independent research and data intelligence, the IoP promotes leading practices and identifies areas for improvement, ensuring that high-quality policing and police governance is delivered to make everyone in Ontario safer.

In March 2023, Ryan Teschner was appointed as Ontario's first IG with duties and authorities under the CSPA. Mr. Teschner is a recognized expert in public administration, policing and police governance.

The Mandate of the IG

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

- Independently assess and monitor legislated policing entities;
- Provide advice and support to legislated policing entities on governance and operational matters by sharing evidence-based research and data related to performance;
- Monitor and conduct inspections of legislated policing entities and develop, maintain and manage records and conduct research and analysis to ensure compliance with the CSPA and its regulations;
- Investigate complaints concerning the delivery of policing services and the conduct of police board members;
- Issue directions to ensure compliance with the CSPA and its regulations – and, if necessary – impose measures, if there is a failure to comply; and,
- Publicly report on the activities of the IG, including publishing inspection results and an annual report.

Who the IG oversees

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

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

Our Values

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

We believe in:

Continuous Improvement

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

Risk-informed approaches

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

Independence

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

Integrity

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

Fairness

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

Transparency

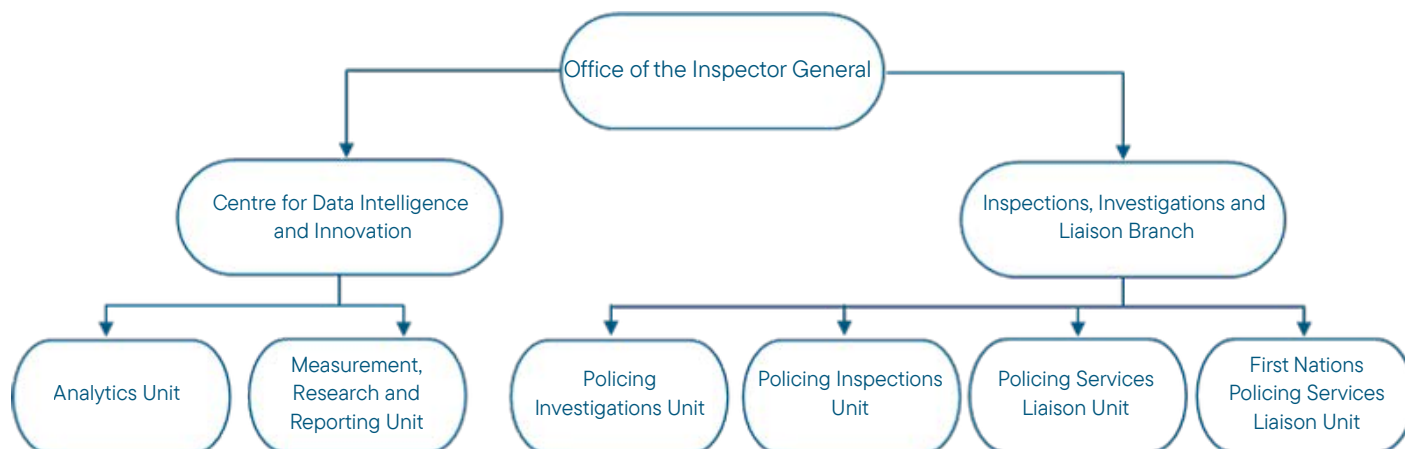
We are transparent in our decision-making and publicly report on our work and their results with the sector and the public.

Collaboration

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

IoP Organizational Framework

The IoP's three branches effectively support the IG in enhancing policing performance and public safety in Ontario.



Office of the Inspector General: Supports the arm's-length decision-making authority of the IG through independent legal counsel, police sector and stakeholder relations and public communications.

Investigations, Inspections, and Liaison Branch is comprised of:

- **Policing Investigations Unit:** Investigates public complaints concerning the delivery of policing services and conduct of police service board members.
- **Policing Inspections Unit:** Monitors and conducts inspections of police services and boards to ensure compliance with the CSPA and its regulations.
- **Policing Services Liaison Unit:** Provides monitoring, advisory and liaison services to support police services and boards, Ontario Provincial Policing (OPP) Detachment Boards and Special Constable Employers.
- **First Nations Policing Services Liaison Unit:** Provides advice to First Nation police services, chiefs, and boards who opt-in to the CSPA, and facilitates cultural awareness training to the IoP.

The Centre for Data Intelligence and Innovation is comprised of:

- **Analytics Unit:** Establishes and maintains the IoP's capacity for comprehensive case management, sector-wide data collection and advanced analytics.
- **Measurement, Research & Reporting Unit:** Conducts research on relevant issues faced by the sector and develops a performance measurement framework to support evidence-based decision-making and evaluation.

Complaints and Disclosures Within the IG's Jurisdiction

Under the CSPA, the IG can receive and address specific types of complaints and disclosures to support accountability, compliance, and effective police governance across Ontario.

These include the following:



Individual police service board member complaints (s.106)

Complaints may be made about the conduct of individual police service board members where it is alleged that a member has breached the provincially prescribed Code of Conduct, including obligations related to integrity, accountability, confidentiality, or conflicts of interest.



Policing complaints (s.107)

Members of the public may raise concerns related to:

- The adequacy and effectiveness of policing provided to a community;
- or its regulations;
- The policies of a police service board, OPP detachment board, First Nation OPP board, or the Minister; and
- Procedures established by a chief of police.



Disclosures of misconduct (s.185)

Members of police services and special constables may confidentially disclose information to the IG where they believe misconduct has occurred within their current or former organization.

Together, these mechanisms enable the IG to promote lawful, consistent, and accountable policing and governance across the province.

Statutory Authority to Address Inadequate Policing or Emergencies

Oversight does not pause during emergencies; in fact, it becomes even more important as decisions are made quickly and under pressure. Section 20 of the CSPA provides the IG with the authority to intervene when adequate and effective policing is not being provided in a community, or when an emergency situation exists that puts public safety at risk. This authority is intended to ensure that communities continue to receive the policing services they need in urgent or high-risk circumstances.

Where the IG determines that policing in a particular area is inadequate, or that an emergency requires immediate intervention, they may take steps to ensure policing is provided in that area. Depending on the circumstances, this may include issuing a direction to the Commissioner of the Ontario Provincial Police to provide policing, or requesting that a different municipal police service board ensure that appropriate policing services are in place.

If the IG issues an order to the OPP Commissioner, the Commissioner is required to provide policing in the affected area and to continue doing so until the IG determines that the order is no longer necessary. This ensures continuity of policing where urgent or sustained intervention is required to protect public safety.

Where a municipal police service board is engaged, the IG may request that the board ensure appropriate policing is provided in the affected area. The board may determine whether it will provide policing itself and, if so, the scope and duration of that response. This flexibility reflects the differing capacities and circumstances of local police services while still ensuring that communities receive the policing they require.

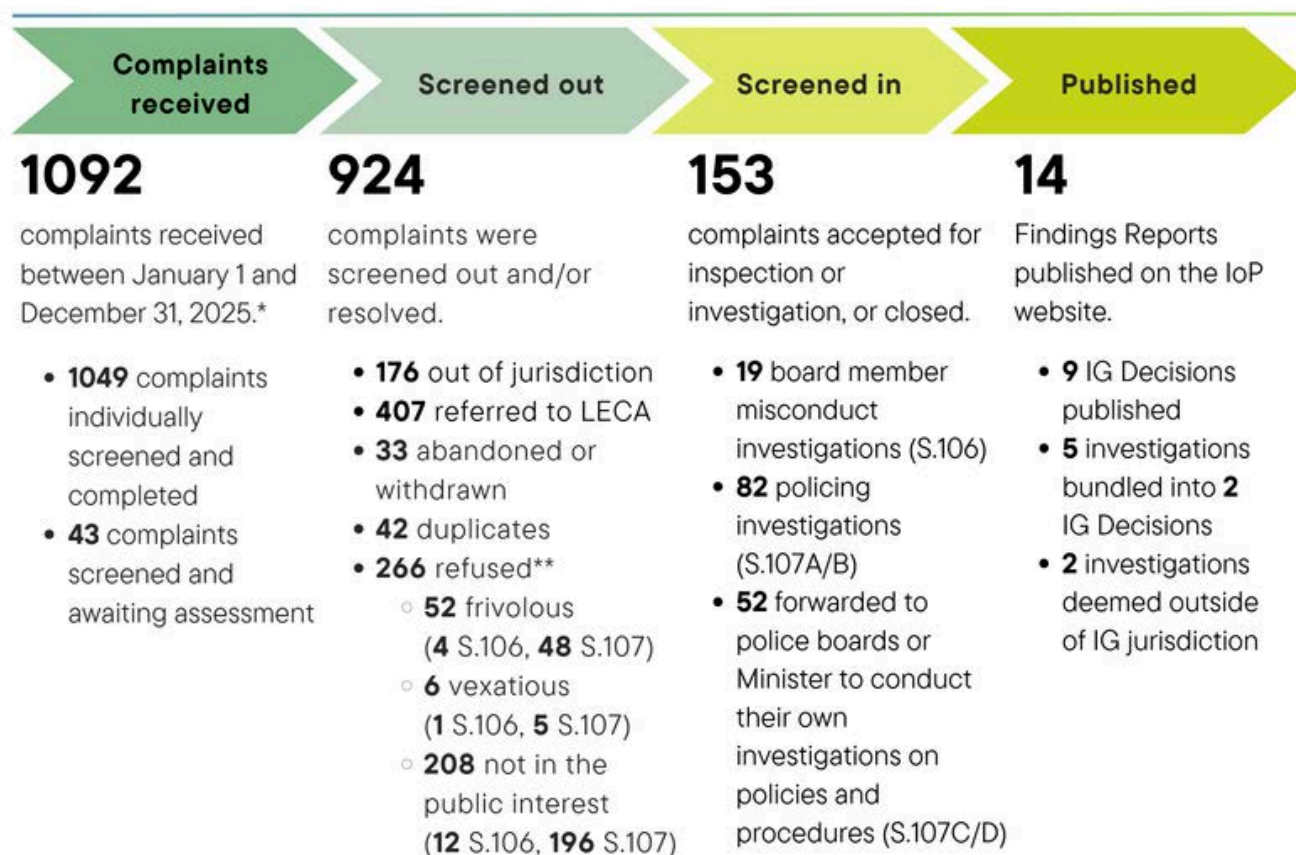
This authority is intended to be protective, focused, and proportionate. It ensures that, in urgent situations, the IG can act decisively to safeguard communities, while maintaining appropriate oversight, accountability, and transparency within Ontario's policing system.

Delivering Oversight: 2025 Activities and Results



The IG's Reporting Requirements

My Annual Report details activities from January 1 to December 31 of each calendar year.



* This figure does not include 3581 protest-related complaints received in bulk through online campaigns, many of which do not include valid contact information for complainants. Large “bulk” complaint campaigns—often tied to broader political advocacy—can significantly increase complaint volumes but may include duplicates or general expressions of concern rather than specific allegations.

** Complaints can be refused for being frivolous, vexatious, made in bad faith, or deemed not in the public interest to inspect or investigate.

Note: Although not part of our mandatory reporting requirements, the IoP received nine s. 185 disclosures from police service or special constable employees in 2025, five were refused under s. 187, three were referred to LECA under s. 189, and one was deemed to be outside the IG’s jurisdiction.

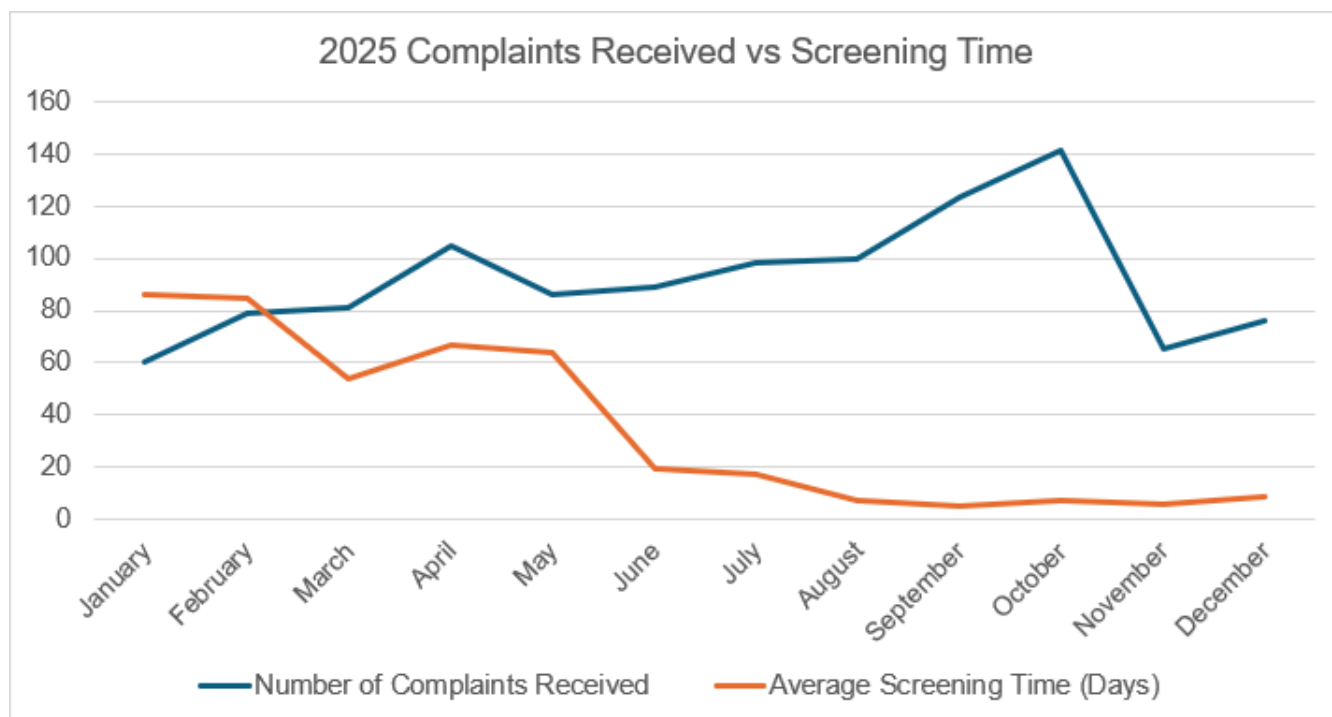
Improving Timeliness and Consistency in Complaint Screening

In 2025, the IoP reorganized our resources to create a dedicated team lead for complaint intake. Since then, we have significantly improved how quickly we review incoming complaints. On average, screening times have dropped from more than 60 days to less than one week.

This improvement is particularly notable given the growing demand on the IoP. Complaints increased by 25% over this same period, and by more than 60% since April 1, 2024.

We achieved these results by streamlining how decisions are made and introducing more consistent ways of handling common types of complaints. We have also introduced better internal tracking so we can monitor how long each stage of the complaint process takes and identify opportunities to improve.

We will continue to build on this progress by strengthening how our operational work is supported by data, in line with our broader data strategy, and by focusing on ongoing improvements to better serve the public.





Public Complaints: What We Are Hearing

Public complaints continue to provide a critical window into how policing is experienced across Ontario and how the oversight system is functioning in practice. Many complaints raise multiple issues, reflecting the interconnected nature of individual interactions, service delivery concerns and the policies and processes that guide policing.

IoP data indicates that a significant portion of complaints relate to the adequacy and effectiveness of policing, often focusing on service delivery concerns such as failure to act, investigative quality, and response times. Concerns about communication, human rights and Charter protections, and interactions in complex contexts—including mental health, neighbour disputes, and incidents involving violence or fraud—further highlight the range and seriousness of issues raised by the public.

While the largest category of complaints we investigate concerns the delivery of adequate and effective policing, there is also a clear and growing focus on governance. Complaints related to police service boards and chiefs' policies, though smaller in number, signal increasing public awareness that accountability extends beyond individual officers to include those responsible for oversight, direction, and standards of policing.

At the same time, there is a proportion of complaints that fall outside the IoP's jurisdiction, underscoring the complexity of Ontario's multi-body oversight framework. The consistent two-way flow of referrals between the IoP and LECA demonstrates that the system is functioning as intended, with complaints directed to the body best positioned to address them.

Driving Continuous Improvement through Policies and Procedure Review

Sections 107(1)(c) and (d) of the CSPA allow members of the public to make complaints to the IG about the policies and procedures of police service boards and the Minister as well as the operational practices and directives established by chiefs of police.

When the IoP receives these types of complaints, they are shared with the relevant police service board or the Solicitor General and a formal response is requested. This process not only ensures accountability but also creates opportunities for continuous improvement.

Over the past year, we have seen encouraging results. In several cases, police services and boards identified gaps in their policies or procedures and took proactive steps to address them. Many also engaged directly with complainants—providing clear explanations, offering formal apologies where appropriate, and taking corrective action. These efforts have led to meaningful improvements and, in many cases, positive outcomes for those who raised concerns.

Examples of these improvements include:

- **Modernizing policies:** Several police service boards identified outdated policies and updated them to align with current legislative requirements. In doing so, they also reviewed related policies to ensure consistency and compliance.
- **Working collaboratively with the public:** In one case, a police service worked directly with a complainant who had subject-matter expertise to co-develop training, policies, and procedures aligned with the *Provincial Offences Act*.
- **Enhancing public safety at demonstrations:** A board recognized that its policies did not adequately address the safety and rights of bystanders at public demonstrations and committed to addressing this gap.
- **Strengthening oversight of procedures:** One board directed its chief of police to conduct a formal review of procedures related to coroner notifications to ensure compliance with legal obligations.
- **Improving public communications:** A police service revised how it uses social media for missing person reports to ensure information is clear, accurate, and accessible.

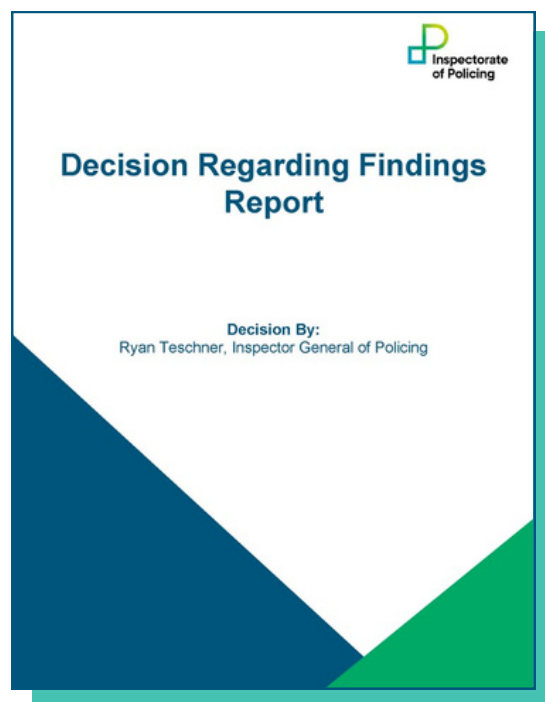
These examples demonstrate the value of public complaints as a tool for continuous improvement. They help identify issues, strengthen public trust, and ensure that policing policies and practices evolve to meet community needs and raise the performance bar across the Ontario policing sector.

2025 IG Decisions with Sector-Wide Impact

This section highlights select decisions issued in 2025, the inaugural year of published IG Decisions under the CSPA, chosen for their broader, sector-wide significance.

IG Decisions are legally binding, written determinations issued following investigations within the IG's mandate, often arising from public complaints. They are informed by detailed Findings Reports and set out whether police services and police service boards have met provincial laws, standards, and expectations. Where issues are identified, Decisions may include Directions or Measures to address those issues, while also recognizing areas of strong performance.

The below examples show how oversight is applied in practice to clarify expectations, address concerns, and recognize both strong performance and areas requiring accountability. Taken together, they demonstrate how independent oversight supports lawful, effective, and trusted policing and police governance across the province. IG Decisions are regularly posted on the IoP's website: www.iopontario.ca and the Canadian Legal Information Institute website: www.canlii.org.



Ensuring Use-of-Force Options Used by Police Services Comply with Legal Requirements and Align with Good Governance

The IoP completed an investigation into a public complaint concerning the acquisition and deployment of a less-lethal weapons system (the PepperBall System) by an Ontario police service. In [Peel Regional Police – Decision INV-24-45](#), the investigation examined compliance with the CSPA and related regulations governing the authorization, training, and oversight of police use-of-force options.

I found that although the police service undertook internal due diligence and training initiatives, provincial law requires that members may only carry or use this regulated weapon once training standards have been formally prescribed by the Minister. At the time the weapon was authorized for use, no such provincially approved training standards existed. Internal or manufacturer-led training, while well-intentioned, could not substitute for legislated requirements. As a result, the service was found to be non-compliant with provincial law.

To address this issue, I issued a binding direction requiring the immediate cessation of the weapon's use until provincially prescribed training requirements are established and completed by all police members that would be deployed with the weapon. The decision also reinforced the governance role of police service boards, emphasizing the importance of transparency and board awareness regarding significant operational decisions, such as the procurement and deployment of regulated weapons.

This decision highlights my role in promoting legality, consistency, and accountability across Ontario's policing system.

Recognizing Strong Practices in Police Investigation and Enforcement

The IoP completed an investigation into a public complaint about whether a municipal police service took appropriate enforcement action in relation to unlicensed cannabis retail activity.

In [Waterloo Regional Police – Decision INV-24-14](#), I concluded the police service complied with the CSPA and regulations and provided adequate and effective policing. I described the service's actions as "an excellent example" of good policing, strong coordination with other law enforcement and Crown partners, and good "customer service" to a member of the public who raised a safety concern, and noted the service exceeded the applicable standards in the circumstances.

In terms of principles that will have broader application to future decisions, I also emphasized that "adequate and effective" policing is assessed using a reasonableness standard—focused on whether actions fall within a range of appropriate responses in context, rather than requiring perfection. In this case, I found the service's approach fell well within that range and, importantly, praised it as a strong example of effective planning, coordination, and communication with the public.

Clarifying Board Member Duties and the Need for Confidentiality

Concerns raised by a member of the public led to a review of how a police service board member handled confidential information obtained through closed board meetings (these are meetings from which the public are excluded, which is permitted under the CSPA in certain circumstances). The complaint alleged that information about a planned police response to a public safety event was disclosed publicly by the board member without authorization.

In [**Gananoque Police Service Board – Decision INV-24-34**](#), after reviewing the IoP’s investigation and the board member’s submissions, I found that the member breached Ontario’s Code of Conduct for Police Service Board Members. The decision confirmed that board members have a clear obligation to protect confidential information obtained through their governance role.

The decision provides important guidance for Ontario’s police governance sector by clarifying the “two hats” concept for municipal officials (mayors and municipal councillors) who also serve on police service boards. It emphasizes that municipal responsibilities do not override board member obligations, particularly the duty to protect confidential information obtained through closed board proceedings.

As I made clear, holding dual roles does not dilute or diminish the obligations attached to each: board members must “respect and safeguard the confidentiality of information obtained in the course of their duties.” The decision underscores that these obligations are foundational to effective governance and informed oversight, and cannot be set aside in favour of broader municipal or political considerations.

I found there was no actual conflict between the two roles this board member occupied, the role of mayor and the role of board member—noting that both could have been fulfilled while maintaining confidentiality. I went on to decide that while a suspension would normally have been considered, no additional measure was imposed because the member had already been restricted from board duties during the investigation. This decision reinforces the importance of confidentiality in effective police governance and maintaining public trust.



Compliance with the CSPA

My statutory mandate requires a sector-wide and continuous assessment of compliance with the CSPA and its regulations.

Following the implementation of the CSPA, the Ontario Civilian Police Commission (OCPC) was dissolved and as IG, I assumed responsibility for oversight functions that continue to be relevant to compliance with Ontario's policing laws and governance standards. As OCPC investigations or reports were completed under the former framework, my role is to ensure continuity and accountability by monitoring the implementation of OCPC's recommendations. This approach reinforces the expectation that outstanding issues identified under the previous system continue to be addressed within the new legislative framework, as appropriate.

Through the work of its Policing Services Liaison Unit, the IoP has been monitoring specific police services to ensure they are implementing recommendations from past OCPC reports. To support our commitment to public transparency, we provide updates on our work on the [monitoring section](#) of our website.

Looking ahead, the IoP will begin to include summary reporting on these monitoring activities, providing greater insight into how recommendations are being implemented across police services and boards over time.

Durham Regional Police Service and Durham Regional Police Service Board

The IoP is monitoring the Durham Regional Police Service and Board following the completion of an OCPC investigation in June 2025. That investigation resulted in a series of recommendations addressing governance, workplace culture, leadership, accountability, and oversight practices.

My role is to ensure continuity and accountability by actively monitoring how those recommendations are being implemented under the CSPA. This has included assessing actions taken by the Service and Board, identifying key themes and risks, engaging directly with leadership and associations, and setting clear expectations for sustained improvement. The IoP's monitoring approach emphasizes addressing not only individual recommendations, but, importantly, the underlying systemic issues identified through the investigation, with the goal of supporting effective policing, strengthening governance, and fostering a healthier and more respectful workplace in the long-term.

Thunder Bay Police Service and Thunder Bay Police Service Board

The IoP is undertaking an **enhanced monitoring role** focused on tracking and supporting the implementation of key recommendations from the *Sinclair* and *Broken Trust* reports — both of which identified significant concerns related to police governance, investigative practices, and systemic issues affecting public trust, particularly in relation to Indigenous communities.

The IoP requires the Police Service Board and Chief of Police to provide regular, standardized reports on progress, priorities, and any decisions not to implement specific recommendations, with submissions required twice annually. To support our monitoring work, the IoP has introduced structured reporting instruments that enable consistent tracking of implementation, clarify expected outcomes, and support prioritization of actions aligned with legislative requirements, as well as good policing and governance practices.

Beyond formal reporting, the IoP maintains ongoing engagement and direct advisory support, working closely with the Board and Service to highlight progress, identify gaps, and provide guidance on governance, compliance, and operational practices. This includes monitoring local issues and the Service's capacity to address them, with a focus on continuous improvement.

Through this enhanced approach, the IoP is providing active, sustained oversight in Thunder Bay, combining performance tracking, transparency, and advisory support to help ensure meaningful and measurable progress.

Directions Issued

Under section 125(1), if the IG is of the opinion that there is evidence of non-compliance with the CSPA or its regulations, the IG may issue Directions to prevent or remedy non-compliance.

In December 2025, I issued a Direction to the Peel Regional Police's (PRP) Chief of Police to do the following:

- a) Ensure that all reasonable steps are taken so that no PRP member carries or uses the PepperBall system until such time as (i) training for the carrying and use of the PepperBall system has been prescribed by law, and (ii) this training is successfully completed by those PRP members whom the Chief of Police authorizes to carry or use the PepperBall system;
- b) Communicate this Direction to all appropriate PRP members who have a role in weapons deployment or the supervision of weapons use; and
- c) Advise the IG within 15 days of the date of this Decision that no PRP member is permitted to carry or use the PepperBall system, and that items a) and b) of this Direction have been implemented.

The PRP has complied with the Direction.

Measures Imposed Under Section 126

If an entity fails to comply with a section 125(1) Direction, the IG is empowered to impose any of the following Measures pursuant to section 126(1) of the CSPA:

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

I did not impose any Measures under Section 126 in 2025.

Additional Prescribed Matters

I do not have any other prescribed matters to report on under this section.

The State of Ontario's Policing Sector



Oversight in Practice: Monitoring and Advisory Work

A key component of the IoP's work is its ongoing engagement with police services and police service boards to monitor the state of policing across Ontario. This function is carried out through the Police Services Liaison Unit (PSLU), whose advisors provide continuous, front-line insight into emerging issues, support compliance with legislative requirements, and promote effective governance and accountability.

Police Services Advisors work closely with services and boards to monitor activities and assess compliance with the CSPA and its regulations. This includes identifying potential areas of risk, bringing emerging concerns to the attention of those responsible, and seeking commitments for corrective action where appropriate. Where issues cannot be resolved through advisory engagement, matters may be escalated to formal inspection or directive processes. Advisors also provide practical guidance within the legislative framework and maintain ongoing relationships with policing partners to support awareness of requirements and encourage sustained compliance.

Over the past year, this work has included targeted advisory support on a range of compliance and governance matters. Areas of focus have included the implementation of the Conflicts of Interest Regulation and related notification obligations; requirements governing the provision of policing services, including agreements between police service boards and service providers, as well as requests for temporary policing assistance; and board member conduct issues, including disclosures related to misconduct and conflicts. The PSLU has also monitored planning for major events, including preparations for the FIFA World Cup 2026™, where early engagement has supported readiness and identified areas where the IoP may need to provide further assistance.

Through this ongoing monitoring and advisory work, the PSLU contributes to a current, system-wide understanding of policing in Ontario—identifying trends, supporting compliance, and helping to address issues before they require formal intervention.

Issue Specific Inspection: Thunder Bay Police Service and Board

On October 10, 2024, I initiated an issue-specific inspection of the Thunder Bay Police Service and the Thunder Bay Police Services Board in response to several public complaints. The inspection examines whether the Service's practices for investigating sudden deaths and missing persons comply with the requirements of the CSPA. It also assesses the Board's governance responsibilities and reviews how both the Service and Board have responded to longstanding concerns identified through previous investigations and inquiries, including *Broken Trust*, the Seven Youth Inquest, and *Re-Broken Trust*.

The inspection focuses on factors that influence investigative quality and on the Service's interactions with Indigenous communities in the context of these investigations. In assessing progress, the IoP's Inspection Team has considered a decade of recommendations aimed at improving cultural competency, investigative practices, and responses to incidents occurring near waterways. The inspection also takes into account the transition to the CSPA, which introduced new legal standards for governance, investigations, and training, effective April 1, 2024.

Recognizing the sensitive nature of this work, the Inspection Team undertook trauma-informed and cultural competency training before the inspection began. This approach was intended to support respectful engagement with affected individuals, families, and communities. Throughout the inspection, the team emphasized transparency and communication, offering participants flexibility in how they engaged and providing regular updates to affected families.

The inspection to date has followed a structured, multi-phase process that included extensive document review, direct access to investigative records, and wide-ranging interviews with Thunder Bay Police Service members and external stakeholders across the province. This breadth of engagement was intended to ensure the inspection reflects diverse perspectives and lived experience.

Some additional inspection work is being undertaken in the final phase. Following this, the Inspection Team will prepare a Findings Report for my review and decision-making. If areas of non-compliance are identified, steps will be taken to support improvement and validate corrective action. The Findings Report and my Decision will be publicly released, and made available on our website, consistent with my commitment to transparency and accountability.



Results of the IoP's 2024 Policing Insight Statement Survey

In our first year of operations, the IoP's Centre for Data Intelligence and Innovation (CDII) administered the **Policing Insight Statement** survey to gain information and perspectives from those directly engaged in delivering and governing local policing services — that is, chiefs of police and police service boards. The insights generated from this survey, including key challenges faced by services and boards, informed last year's *State of Policing* section of the Annual Report. The section below is a more fulsome report of the survey's methods and additional key findings that were not previously reported.

At its core, the Policing Insight Statement provides the IoP with valuable information concerning the realities, gaps, and challenges facing Ontario policing. These findings help inform the IoP's priorities and guide its work to address key sector challenges, advance leading practices, and support improved performance in community safety.

Survey Details	
Participation Criteria	43 municipal police services
	43 police service boards
Response Rate	40 municipal police services (93%)
	38 police service boards (88%)

Police services and boards were asked open-ended questions that explored the following areas of focus:

Adequate & Effective Policing

This survey area asked for descriptions of the information and approaches police services and boards use to assess the adequacy and effectiveness of police service delivery and governance, in accordance with the requirements of O. Reg. 392/23: Adequate and Effective Policing (General), a regulation made under the CSPA. This regulation creates legal obligations for the delivery and governance of police services and boards, grounded in the principle that communities should receive high-quality services that are responsive and accountable.

Responses revealed a range of approaches used by police service boards to evaluate performance, from community engagement and data analytics to strategic planning and policy review (Table 1). Taken together, these methods reflect a commitment to supporting public safety, fostering trust, and meeting both legislative standards and community expectations. The IoP’s analysis also revealed variation in the approaches, rigour, and sophistication of the evaluative processes employed by police services and boards, highlighting an opportunity for further work in how policing and police governance performance is measured and assessed.

Table 1. Approaches Used by Police Services and Boards to Assess Adequate and Effective Policing

	Community Engagement & Feedback	Builds relationships to identify concerns and support service delivery.
	Reports & Data Analytics	Measures and monitors various key performance indicators (KPIs) and effectiveness of initiatives and programs.
	Board Reviews	Ensures adequacy through review of reports and timely communications.
	Partnerships with Local Organizations	Supports public safety through collaboration with community partners.
	Strategic Plans	Enhances transparency and reports on progress of objectives, KPIs, and targets.
	Review of Internal Processes & Policies	Ensures compliance and accountability and identifies areas of improvement.

Internal & External Challenges

Police services and boards were asked to identify the most challenging internal (occurring within the organization) and external (occurring outside the organization) issues that they were experiencing and which impacted policing and its governance. Identifying these issues raises awareness of common and unique challenges faced by the policing sector across Ontario. These insights also support the IoP's planning, prioritization, research, and investigation of key sector issues that enables the identification of leading practices to promote continuous improvement.

A thematic analysis of responses revealed the top five internal and external challenges identified by police services and police service boards. While these challenges were described in detail in my 2024 Annual Report's State of Policing section, the graphic below shows the challenges shared by police services and boards, as well as those unique to each group.



Response Times

Police services, police service boards, and communities across the province have increasingly identified emergency response times as a critical issue and a key measure of police performance. The importance of this issue is also reflected in complaints submitted to the IoP related to the delivery of adequate and effective policing.

In response, and consistent with our mandate to address pressing sector-wide challenges, the IoP is conducting detailed research on police response time practices across Ontario (see the Examining Police Response Times Across Ontario section of this Annual Report). The research focuses on trends and challenges affecting response times in policing jurisdictions across Ontario, including issues concerning standards, measurement and performance analysis.

Municipal Police Services

A subset of police services responded to questions on trends in response time (26) and overall call volume (22). The data shows that across services of all sizes – small, medium, and large – and varying geographic regions, the most commonly reported trend is an increase in both response times (in other words, the length of time for a response to be provided has increased in general) and the volume of calls for service (Table 3). **As evidenced by these findings, rising response times are not isolated to specific jurisdictions but reflect a broader, province-wide reality.**

Table 3. Trends in Response Time and Calls for Service Reported by Municipal Police Services

	Responses Received*	Increase	Decrease	No Change
Response Time	26	14 (54%)	3 (12%)	9 (35%)
Call for Service	22	19 (86%)	1 (5%)	2 (9%)

**Notes: Although 40 police services responded to the survey, not all services reported trends in response time or calls for service.*

Percentages for response time trends sum over 100% due to rounding.

Municipal Police Service Boards Information Sharing and Decision-Making

Police service boards were asked about the type of information they received from police services regarding response times, and how that information is considered in decision-making processes.

Currently, boards receive a range of response time data from police services, including:

- Average or median response time, often specified by priority level.
- Queue, dispatch, and travel times for calls for service.
- General statistics on calls for service and responses.

Across responses, boards reported using this information to support several key functions, including operational budget planning, strategic planning, and staffing and resource allocation. However, what still remains unclear is how boards are more concretely leveraging this information to measure police service performance or identify where further governance interventions may be required.

What We Heard

- Lack of standardization in response time definitions and metrics limits comparability across services.
- The IG should consider establishing a standard definition of 'police response time.'
- An absence of provincial standards makes it difficult to determine the reliability and consistency of response time.

A photograph of two police officers in tactical gear, including vests with "POLICE" written on them, standing outdoors. The officer on the left is a woman smiling, and the officer on the right is a man looking to the side. They are wearing dark uniforms and caps. The background is slightly blurred, showing some greenery and a building.

Pressures and Progress Across Policing and Governance

Consistent with what we heard from our 2024 Policing Insight Statement survey, sustained sector engagement through our advisory and liaison work, daily media tracking, research consultations, and continued inspection and investigation efforts point to a number of recurring challenges. Police services and police service boards across Ontario continue to operate in an increasingly complex financial and operational environment. Rising police budgets, coupled with the financial pressures associated with implementing the CSPA, have required boards and municipalities to carefully navigate budget approval processes and competing local priorities.

These pressures are compounded by expanding responsibilities, including increased expectations related to court security, as well as delays in receiving grant funding that can disrupt planning and place strain on services relying on time-limited financial support. At the operational level, services are also managing challenges related to court and bail processes, including the impacts of bail releases on workload and community safety, alongside increased Workplace Safety and Insurance Board (WSIB)-related pressures as more members are off work due to illness or injury.

At the same time, police services and boards are facing persistent human resource and governance challenges. Recruitment and retention pressures continue across the sector, making it more difficult to sustain staffing levels and to develop future leaders. Fewer members are pursuing leadership pathways, creating challenges for succession planning and long-term organizational stability. These pressures are also reflected at the governance level, where police service boards—and particularly OPP detachment boards—are experiencing turnover, vacancies, and challenges related to the timely appointment of members.

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

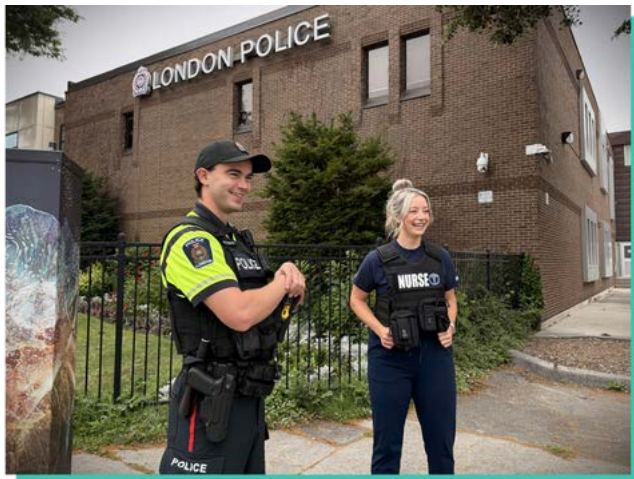
Enhancing Community Safety Through Partnership-Based Policing and Integrated Care



In response to community concerns related to open-air substance use and mental health, the **London Police Service** has implemented modern, partnership-based response models that combine targeted deployment with compassionate approaches to service delivery. The Open-Air Substance Use Strategy represents a shift from enforcement to collaboration, with officers working in partnership with mental health and addiction professionals in priority areas. This approach centers on community safety through coordinated engagement, referrals to supports, and targeted enforcement, when necessary, while also enhancing visibility, strengthening relationships, and building trust through trauma-informed interactions. Officers are better equipped to resolve issues on scene with partner expertise, helping to reduce reliance on police enforcement and hospital emergency department use.

The LPS Nurse Police Response Teams pair officers with registered nurses to respond to calls involving a healthcare component. These teams conduct on-scene assessments, support de-escalation, and connect individuals to appropriate community resources, ensuring compassionate care while reducing unnecessary hospital visits.

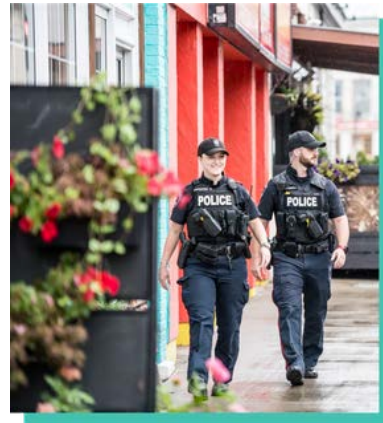
Overall, these modern response models have strengthened the LPS's ability to respond to complex social issues, while easing pressures on frontline resources, reinforcing community partnerships, and improving public trust.



Enhancing Downtown Safety with Proactive Policing



Police services are strengthening community safety efforts in targeted and efficient ways by increasing officer presence and patrols in their respective downtown areas, in response to concerns from residents and businesses. The **Barrie Police Service** implemented a mobile deployment model for Special Constables to enhance public safety through increased visibility, proactive patrols, and stronger community engagement. The model was designed to improve public confidence and perceptions of safety by providing a flexible, responsive presence throughout key community locations and the downtown core.



The **Kingston Police Service** expanded its police patrol presence in the downtown areas of concern, making positive contributions to public safety by deterring crime through visibility, prevention and early intervention. Having dedicated foot patrol officers has played a key role in strengthening community relationships through consistent presence in the downtown core, enhancing visibility, trust, and proactive community safety efforts. This ongoing engagement has improved accessibility and encourages direct interaction with officers, helping to foster a safer, more welcoming and vibrant downtown environment for everyone.



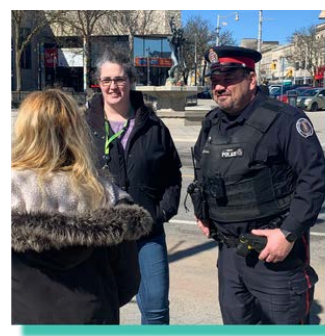
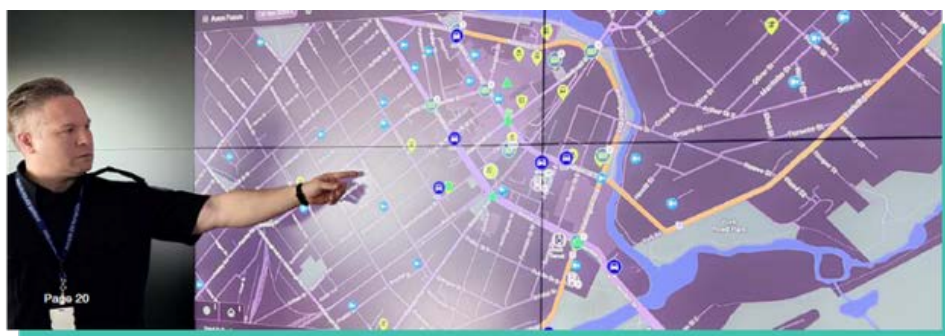
Enhancing Downtown Safety with Proactive Policing

- The **Hamilton Police Service** implemented a similar initiative with their data-driven Core Patrol pilot project, focusing on a concentrated downtown area accounting for 28.1% of citizen-generated calls for service in 2023. They have expanded patrol staffing from two to six officers, and statistical evaluation confirmed that the increase in staffing correlated with a significant reduction in both calls for service and crime occurrences within the Core Patrol area.
- The **Guelph Police Service's** Downtown Public Safety Initiative focused on enhancing safety and wellbeing in the downtown core through a coordinated, partnership-based approach. In 2025, the initiative combined targeted enforcement with proactive outreach and integrated support from community partners, including mental health and social service agencies.

A key component of the initiative is the Downtown IMPACT Worker Program, delivered in partnership with the Canadian Mental Health Association (CMHA). Through this program, officers and embedded community partners provided compassionate, immediate support to individuals in crisis, prioritizing diversion and connection to care. In 2025, this approach resulted in 150+ referrals to community support services, alongside hundreds of direct interactions with vulnerable individuals.

In 2025, members responded to over 5,000 calls for service in the downtown area while also undertaking more than 1,000 proactive initiatives, including special projects, directed patrols, and community engagement activities. This included over 550 directed patrols and 340+ community contacts, demonstrating a sustained commitment to visible, proactive policing.

The initiative also contributed to a substantial number of arrests and charges addressing open drug use and associated criminal behaviour, resulting in the seizure of illegal drugs, weapons, and stolen property. These outcomes underscore the positive impact that focused resource deployment can have on community safety.



Strengthening Police Response to Hate Incidents and Public Order Challenges



The **Durham Regional Police Service** reported a 173% increase in hate-motivated incidents in 2024 compared to the five-year average, leading to the creation of a dedicated Hate Crime Unit. The unit manages all hate crime investigations while providing specialized support to frontline officers and investigators, including report review, expert guidance, and service-wide training to improve recognition, legal understanding, and investigative practices. It has helped reduce pressure on the Criminal Investigations Bureau and strengthened response consistency.

The unit also streamlined prosecution through coordination with a dedicated Crown and a defined process for obtaining Attorney General consent, improving case quality and reducing delays. In addition, participation in provincial initiatives enables real-time intelligence sharing and supports awareness of emerging hate-related trends and threats.



In response to dynamic geopolitical developments and heightened risks to vulnerable communities in 2024, the **Toronto Police Service** introduced Project Resolute as a coordinated, city-wide operational initiative to enhance public safety, maintain lawful protest activity, and strengthen community reassurance. Project Resolute has significantly enhanced the Service's ability to respond to rapidly evolving public order events while maintaining proactive engagement with affected communities.

In 2024, the Service responded to over 2,000 unplanned events, with more than half linked to Project Resolute, while officers conducted over 60,000 community engagements at key institutions to enhance visibility and trust. The Service expanded online reporting for hate crimes and graffiti and increased transparency through public release of hate crime data. Together, these measures improved accessibility, situational awareness, early risk identification, and public confidence in the Service's response to hate-motivated incidents.

Increasing Public Safety with Technological Advancements

- The **Brantford Police Service** expanded its implementation of Versaterm CommunityConnect (formerly SPIDR Tech), a communication platform that sends timely updates to the public by text or email regarding their requests for service. The Service has been using it to deliver post-incident surveys to assess community trust and satisfaction, and has recently expanded it to connect individuals with appropriate support services. For designated incident types, the system provides timely information about resources available through Victim Services of Brant, ensuring those impacted by crime are informed and supported. A total of 16,912 texts were sent in 2025.
- The **Waterloo Police Service** is leading the Emergency Services Cooperative (ESCO), a shared IT and technology-modernization model that streamlines digital infrastructure to enhance service delivery across public safety agencies. By providing scalable, modern systems under a unified framework, ESCO works to reduce duplication and lower costs. The shared model ensures that all partners and customers, regardless of size, can access enterprise-grade tools.

ESCO agencies will gain valuable insights into emergency situations and respond more effectively. A data-driven approach enables the identification of patterns and trends, allowing for proactive measures to prevent emergencies and improve response times. By leading ESCO, the Service is helping to improve community safety, strengthen interoperability across jurisdictions, and ensure that other organizations are positioned to take advantage of innovative and sustainable technologies as they emerge.



Coordinated Enforcement Through Interagency Partnership



In 2025, the **Ontario Provincial Police**-led Provincial Auto Theft and Towing (PATT) Team, in partnership with the Canada Border Services Agency (CBSA), concluded Project Chickadee, a complex investigation that disrupted an organized criminal network involved in the theft and international export of stolen vehicles. The investigation targeted individuals and businesses allegedly facilitating the movement of stolen vehicles through the freight forwarding sector, demonstrating the value of intelligence-led policing and interagency collaboration in combatting organized crime. By dismantling a sophisticated international criminal operation, Project Chickadee strengthened efforts to protect Ontario communities, disrupt transnational auto theft networks, and safeguard the integrity of Canada's supply chain and border security.



Supporting Member Wellness Through Leadership and Governance

- To address the mental health and wellness of its officers and staff, the **North Bay Police Service** hired a Wellness Coordinator who has served as a champion for mental health being embedded in the Service's culture. They organized a First Responders Wellness Symposium in October of 2025 for all agencies in the area.
- The **Barrie Police Service** offers a strong example of how leadership and governance can support member wellness and long-term organizational resilience. Building on the intent of the *Supporting Ontario's First Responders Act*, the Service—supported by its Police Service Board—made a deliberate decision to strengthen mental health supports for members by expanding annual mental health benefits to unlimited coverage for both members and their dependents. This investment was guided by the belief that early, preventative care can reduce long-term absences and support operational sustainability.

Recognizing that access to supports alone does not address stigma, the Service introduced a Mental Health Incentive in 2024 to encourage annual mental health check-ups. Members who participate receive additional time off, helping to normalize conversations about mental health and significantly increase the use of available benefits. These efforts have contributed to a culture where mental health care is viewed as a proactive and routine aspect of overall wellness.

Education has also played an important role. Supervisors received targeted training on the complexities of WSIB processes and the operational impacts associated with member absences, leading to greater understanding and more supportive workplace responses. The Service also moved away from standardized return-to-work timelines, adopting a fully individualized approach that recognizes the unique nature of mental stress injuries.



Strengthening Frontline Capacity and Recruitment

- In response to the enactment of the CSPA and the expansion of authorities and responsibilities of Special Constables under it, the **Hamilton Police Service** launched the 180 Wagon program, assigning Special Constables to non-core policing tasks that had traditionally drawn resources away from frontline patrol officers. A total of 805 events were diverted from frontline patrol officers, representing an estimated 2,172 hours of work. The program was successful in reducing pressure on officer resources and improved the Service's overall capacity to deliver public safety.
- Recognizing that there was an experience gap in candidates who had applied to be police officers, the **South Simcoe Police Service** started a cadet program to help hire candidates who have potential but may require more time to develop. This program enabled the Service to develop candidates into police officers themselves, resulting in two cadets hired as police constables. It has been successful in supporting resourcing and succession planning within the Service.



Supporting Community Understanding Through Information-Sharing

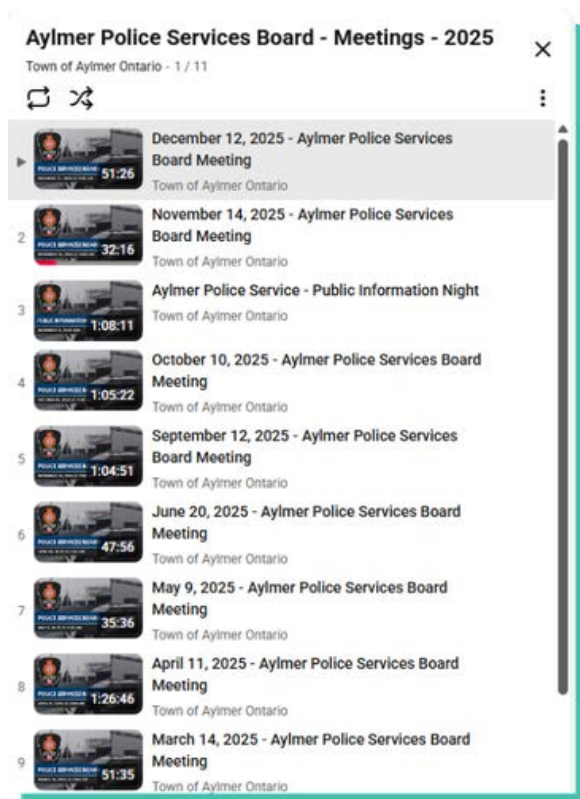


In August 2025, the **Peterborough Police Service** introduced its Community Safety Map, a public-facing tool, created and maintained by in-house resources, and designed to improve transparency and support community involvement in crime prevention. The interactive map provides residents with access to recent calls-for-service information, displayed in an aggregated and privacy-protective way, to help explain patterns and trends in police activity over time.

By making this information accessible and easy to understand, the Service supports community awareness and informed dialogue about public safety, while clearly communicating the limits of the data and the importance of responsible interpretation. This approach reflects a practical way policing organizations can strengthen transparency and partnership with the public using existing information and technology, without compromising privacy or operational integrity.



The **Aylmer Police Service Board** has started live streaming its board meetings to the town's YouTube channel, thus increasing transparency and accountability to the public. By appointing a Board Secretary, the Board has been able to streamline their operations and provide recordings of meetings online.



Advancing Victim-Centered Policing



The **Stratford Police Service Board** acquired an accredited facility dog named Dusty through National Service Dogs and Wounded Warriors Canada, to support member mental health and wellness initiatives, aid victims and vulnerable persons, and engage with the community at large.



The **Peel Regional Police Service Board** convened Ontario's first Victims and Survivors Symposium to address gaps in integrating lived experience into policing governance and policy. Co-hosted with **Peel Regional Police**, the event brought together approximately 300 participants—including survivors, community organizations, police leaders, and all levels of government—to elevate victim perspectives and strengthen collaboration. Insights from the symposium are informing Board priorities, policy development, and advocacy, ensuring decisions are more grounded in community experience and social impact. The symposium produced a series of recommendations focused on bail reform, victim supports, information sharing, and justice system accountability, which continue to inform the Board's advocacy efforts with provincial and federal partners. It also established a foundation for ongoing engagement with victims and survivors, ensuring lived experience remains a key consideration in policing governance, community safety, and public policy discussions.



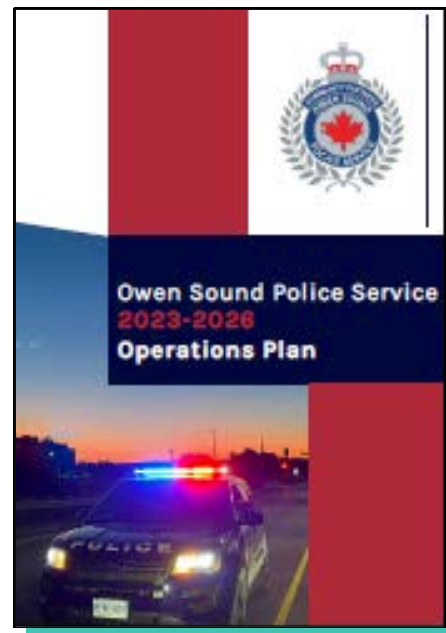
The Victim Response Support Unit (VRSU) was established to enhance the **Ontario Provincial Police's** response to abuse-related investigations by strengthening trauma-informed, victim-centred policing across the province. In 2025, the VRSU advanced the Detachment Abuse Issues Investigator (DAII) Program through formal program evaluation, enhanced oversight, mentorship, and the development of new investigative resources, reporting tools, compliance reports, and performance dashboards to support consistent, high-quality investigations. The VRSU also strengthened investigative excellence by expanding multidisciplinary reviews of sexual assault investigations through The Regional Collaborative Review Committee and enhancing frontline resources, specialized training, and partnerships to support coordinated, victim-centred responses.

Strengthening Governance Through Public Transparency



One governance practice that merits highlighting is the approach adopted by the **Owen Sound Police Service Board** to track and report on strategic priorities. In March 2023, the Board approved a four-year operations plan that set out clear goals supported by specific, measurable actions. Each action was assigned responsibility to a designated position and individual, reinforcing accountability, ownership and regularized reporting.

Progress against the plan is reported publicly to the Board every six months, with detailed updates presented during open Board meetings. To date, the Board has received regular progress updates showing substantial completion of planned actions, along with candid discussion of outcomes achieved and challenges affecting items still underway. This structured and transparent approach supports effective board governance, strengthens accountability, and enhances public understanding of how strategic priorities are being implemented over time.





Supporting First Nations Policing and Governance

Throughout 2025, the IoP's First Nations Policing Liaison Unit (FNPLU) continued to support the Nishnawbe Aski Police Service (NAPS) and the Nishnawbe Aski Police Service Board following their historic decision to opt into the CSPA in December 2024. This milestone marked an important step forward for First Nations policing in Ontario. It brought NAPS within the province's modern oversight framework while recognizing the need for oversight that is culturally responsive and grounded in the realities of northern and remote First Nations communities.

Strengthening Governance and Board Leadership

Over the course of the year, the IoP supported governance continuity as the Board experienced routine leadership transitions. The year included ongoing work to refine governance processes and maintain continuity during changes in Board composition. These activities ensured that the Board remained focused on its core responsibilities, including policy development, oversight planning, and preparation for future leadership transitions.

Earlier in the year, the Board completed mandatory governance training under the CSPA. This training strengthened its understanding of legislative roles and responsibilities and supported its ability to carry out effective oversight. It also helped ensure that governance practices remained aligned with provincial requirements while reflecting community realities.

Advancing Priority Policies

Progress was also made on key policy development during the year. Work on the Board's new Critical Points Policy—which sets out how and when significant information about serious or high-impact policing incidents is brought to the attention of the Board—advanced steadily throughout 2025, moving from initial discussion into more formal review later in the year. This progress reflects the Board's growing capacity and its commitment to strengthening governance over time.

Engagement with Partners and First Nations Leadership

Throughout the year, the IoP remained engaged with policing partners, including the OPP Indigenous Policing Bureau, to support shared understanding of oversight responsibilities across Ontario's different First Nations policing models.

Sector engagement also included attendance at the joint Indigenous Police Chiefs of Ontario and Ontario Association of Chiefs of Police Indigenous Policing Symposium, where the IoP contributed to discussions on oversight, governance capacity, and special constable employer obligations.

Additional engagement included coordination of a meeting with Nishnawbe Aski Nation (NAN) Deputy Grand Chief Mike Metatawabin to ensure NAN perspectives informed the oversight activities related to the IoP's Thunder Bay Police Service inspection work.

Supporting Additional First Nations Policing Transitions

Through relationships established by the FNPLU, the IoP has provided advice and information to First Nations police services about the opt-in process under the CSPA. The IoP also supported First Nations police services that received Ministerial approval to operate as special constable employers by helping them better understand their legislative responsibilities, training requirements, and potential future pathways within the CSPA. In addition, the IoP supported several First Nations communities interested in engaging with OPP detachment boards, helping to strengthen shared governance and oversight arrangements across the province.

Challenges and Lessons Learned

While meaningful progress was made, several ongoing challenges continued to shape First Nations policing and oversight across Ontario.

- **Capacity limitations in remote and northern communities**—driven by geography, infrastructure constraints, and long-standing under-resourcing—continued to affect both policing delivery and oversight activities. These realities required flexibility in travel, scheduling, and community engagement.
- **The coexistence of multiple policing models**—including opt-in First Nations services, non-opt-in services, OPP Indigenous policing arrangements, and special constable employers—also created complexity. Navigating this landscape requires ongoing clarification, education, and careful risk monitoring to ensure effective oversight.
- **Governance transitions and logistical challenges**—particularly for boards operating in remote regions, leadership changes, and travel logistics to host meetings created recurring pressures for governance stability. While the NAPS Board completed required training, other boards operating outside the CSPA may require more intensive advisory support if they choose to engage.
- **Fragmented Legislative Responsibilities for Special Constable Employers**—the emergence of several First Nations police services as special constable employers, responsible only for special constable functions under the CSPA, created oversight gaps and uncertainty regarding roles, expectations, and compliance pathways.

Looking Ahead

The FNPLU will focus on several initiatives in 2026 to strengthen oversight, enhance relationships, and ensure that policing across First Nations communities is safe, accountable, and culturally aligned.

Strengthening Relationships with Non-Opt-In First Nations Police Services

With several First Nations police services at different stages of interest in opting into the CSPA—some having already applied, others exploring the option, and others choosing to remain outside the framework—the FNPLU will work toward a more structured and collaborative relationship with non-opt-in agencies.

This approach will include bilateral engagement, readiness discussions, training supports, and the development of transition pathways tailored to each service's governance structure, community mandate, and cultural expectations. Importantly, we recognize the opportunity to learn from these Services—their practices, community-driven approaches, and cultural protocols—and to reflect those lessons in our oversight methods. Through these efforts, the FNPLU aims to enhance consistency, cultural responsiveness, and mutual learning in oversight supports, regardless of a police service board's opt-in status.

Oversight Support for First Nations Special Constable Employers

As more First Nations police services become special constable employers, the FNPLU will develop and deliver tailored advisory supports to help these agencies meet their CSPA-specific legislative responsibilities. This includes clarifying notification obligations, ensuring special constable training and discipline frameworks align with provincial standards, and supporting these agencies in establishing governance structures capable of meeting both cultural and legislative expectations.

Addressing Oversight Gaps Affecting First Nations Public Safety

A major priority in 2026 will be to identify and close oversight gaps across the province that affect public safety outcomes for First Nations people. This includes mapping communities without access to consistent police oversight, examining First Nations and municipal communities where oversight responsibilities may be unclear, and assessing unique risks in regions with limited infrastructure or high-priority public safety issues. The IoP will support policing partners, First Nations leadership, and provincial ministries to uphold community safety principles and policing standards.

Inside the Inspectorate of Policing's Operations





Driving System-Wide Improvement in Policing

In carrying out my oversight mandate, I have taken a deliberate and practical approach to measuring performance by focusing on outcomes and impact. Our performance is assessed by how effectively our inspections, investigations, monitoring, data collection, analysis and advisory work contribute to compliance with policing laws, strengthen police governance, identify and address emerging risks, and support improved policing performance to enhance public confidence.

This Annual Report is a central part of that approach. It provides a transparent account of the IoP's activities over the past year and explains how our work is influencing policing practice and governance across Ontario. Throughout the Report, I have sought to demonstrate not only what we have done, but how that work is contributing to system-wide learning, accountability, and continuous improvement as Ontario's modern policing framework continues to mature.

Modernizing Oversight Through a Risk-Based Framework

The IoP’s **Risk-Based Compliance and Enforcement Framework** sets out how policing oversight is carried out in Ontario, using a model that focuses attention where it is needed most. Rather than applying a uniform oversight approach to all police services and boards, the Framework is built on the principle that risks to public safety, compliance, and effective policing vary across the system and over time, and must inform how oversight is calibrated and applied.

At the Framework’s core is continuous risk assessment. The IoP analyzes a range of factors—such as compliance with legislation, the strength of local governance, resource capacity, and the ability to respond to emerging community issues—to understand where problems may exist or be developing. These factors are considered alongside the seriousness of any non-compliance or misconduct and the presence of conditions that may increase or reduce risk.

The Framework also establishes a graduated approach to oversight, meaning the response is tailored to the level of risk identified. Lower-risk situations may involve monitoring and guidance to support improvement, while higher-risk or persistent issues may lead to formal inspections or enforcement action. This approach allows the IoP to intervene early where needed, while also promoting voluntary compliance and continuous improvement across the sector.

Overall, the Framework reflects a shift to proactive, intelligence-led oversight, where data, relationships, and system awareness are used to prevent problems, strengthen performance, and maintain public confidence in policing.



Developing the IoP's Policing Performance Measurement Framework

In line with my commitment detailed in last year's Annual Report, we have continued to advance the ongoing development of a **Policing Performance Measurement Framework** (PPMF), the first-of-its-kind in Ontario and, in fact, Canada.

The PPMF is designed to answer the fundamental question: *how well are police services and boards performing in Ontario?* It provides a clear, structured, and evidence-based approach to evaluating performance, while recognizing the diversity of policing communities across the province.

The PPMF will rely on high quality, timely, and reliable data to assess performance across key pillars while accounting for differences in service size, geography, population served, and operational complexity. Of course, as the IoP's data collection and analytics approaches become more sophisticated and build on a baseline, the information available to the PPMF will become richer and more real-time.

The PPMF reflects the IoP's commitment to continuous improvement. Rather than focusing only on compliance, the PPMF is intended to be a practical tool that helps police services and boards identify their strengths, address areas for improvement, and focus on outcomes that matter most to the communities they serve. Put another way, the approach the IoP is taking to the PPMF and its implementation is consistent with our philosophy that oversight should not be feared; instead, it should be embraced as a path to improve overall performance through insight.

Aligned with the IoP's strategic goal of establishing an evidence-based performance measurement framework, the PPMF represents an important step forward in promoting effective policing, strong governance, and public confidence in police services across Ontario.

Laying the Groundwork for an IoP Data Strategy

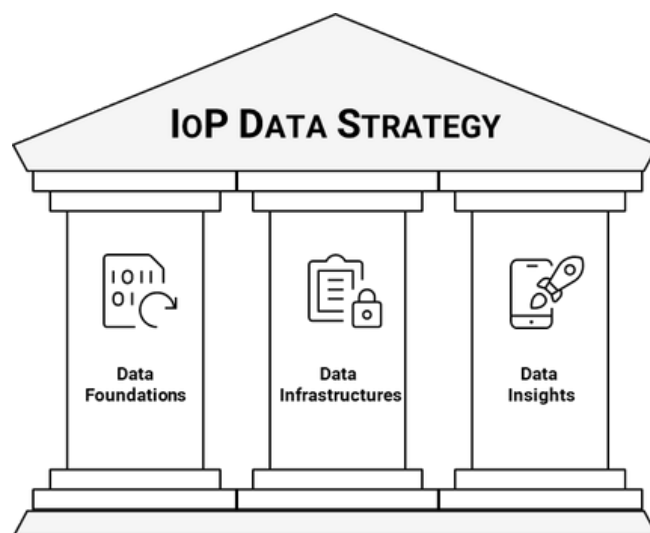
As policing and police governance continue to grow in complexity, effective oversight increasingly depends on access to reliable information and the ability to interpret it responsibly. In 2025, foundational work continued toward the development of a data strategy intended to guide how the IoP collects, manages, and uses information in support of my oversight mandate. At the core of this strategy is our vision to create a trusted, connected policing data ecosystem that drives insight, accountability, and better policing performance for Ontario. The three core pillars that underpin the IoP's Data Strategy are Data Foundations, Data Infrastructure and Data Insights.

At its core, data strategy sets out how data is governed, protected, and made reliable for use over time. The **Data Foundations** pillar establishes responsible data collection practices, shared standards, and strong safeguards so that information is accurate, comparable, and can be used consistently across different oversight activities. Strong data foundations are essential for building trust in the information relied upon for oversight, analysis, and public reporting.

The **Data Infrastructures** pillar explores how data infrastructure could be modernized to better support oversight. This includes the development of secure and reliable platforms that allow information to be collected, integrated, stored, and analyzed in a consistent way. When data systems are well integrated and dependable, information can be used and leveraged across oversight functions and made available for analysis, research, and long-term planning.

Finally, this work recognizes that data has limited value unless it produces insights that are understandable and useful. The **Data Insights** pillar would focus on translating information into clear measures, dashboards, and reporting products that support decision-making and public understanding. For the policing sector, this helps shift discussions from isolated indicators toward broader patterns, emerging risks, and opportunities for improvement, while reinforcing transparency and accountability.

Together, this groundwork reflects a continued shift toward evidence-informed oversight that supports learning, comparability, and continuous improvement across Ontario's policing and governance framework. As this approach evolves, the focus remains on using data thoughtfully and responsibly — ensuring insights strengthen oversight while respecting privacy, operational realities, and public trust.



Advancing Data-Driven Policing Through the IoP Intelligence Hub

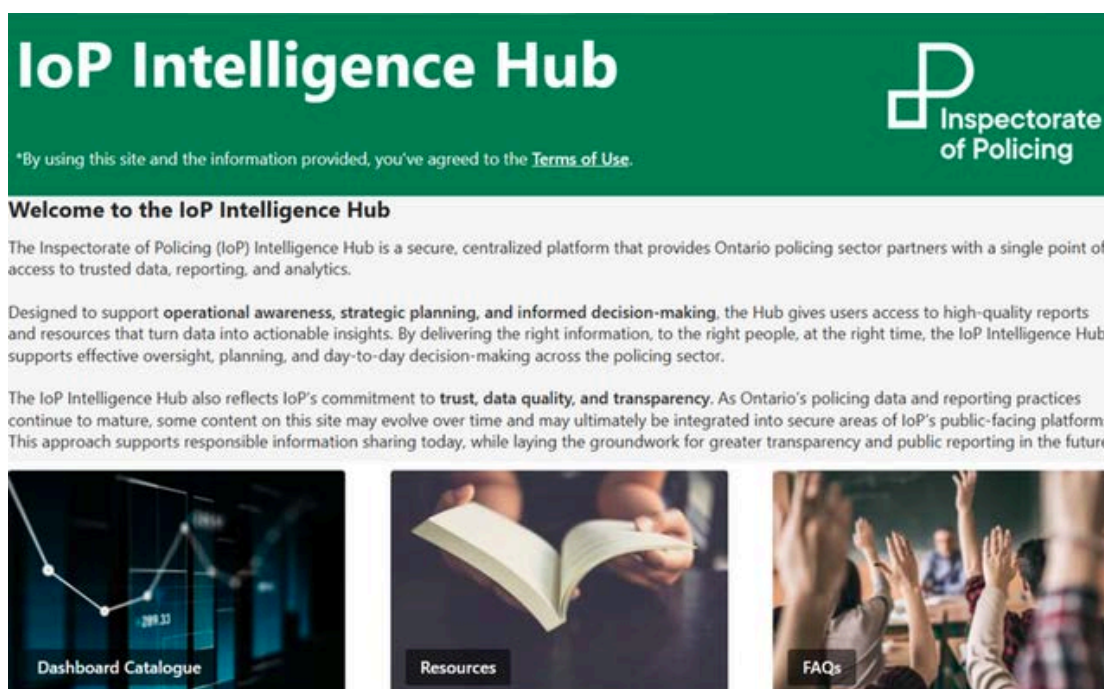
The IoP is advancing data-driven oversight through the launch of the **IoP Intelligence Hub**, a centralized platform for the IoP's policing data and analytics across Ontario.

The Hub provides a secure, restricted digital environment with a single point of access to policing data, reporting, and analytics. Access is limited to Ontario police services and police service boards, ensuring information is shared responsibly within the sector.

The Hub is designed to deliver timely, relevant information to the right users, supporting both operational and governance decision-making. It provides access to high-quality data, standardized dashboards—including the Police Service Board Information Dashboard and Police Service Information Dashboard—and analytical tools that enable users to understand trends, identify risks and opportunities, and generate actionable insights.

Through intuitive dashboards and curated resources, the IoP Intelligence Hub enhances transparency, consistency, and system-wide insight, while reducing reliance on fragmented or manual data sources. It supports both day-to-day awareness and longer-term planning across the policing sector.

As the IoP continues to advance its mandate, additional data products, analytical tools, and reporting capabilities will be progressively introduced through the Intelligence Hub. This ongoing development will further enhance the Hub's value as a comprehensive resource, supporting evolving information needs and strengthening data-driven decision making across Ontario's policing sector.



Police Service Board Information (PSBI) Dashboard

Offers a comprehensive view of police service boards to support governance oversight and sector awareness, including:

- Board structure and composition
- Administrative capacity
- Status of policy approvals
- Availability of strategic and annual planning documents
- Key themes from board insights



Police Service Information (PSI) Dashboard

Provides up-to-date, data-driven insights on municipal police services to support comparative analysis and informed decision-making, including:

- Budgets and financial context
- Workforce composition and staffing profiles
- Operational characteristics and specialized services
- Emerging themes from police service insights



Together, these dashboards improve the accessibility and usability of policing information and represent a significant step forward in enabling data-informed oversight, collaboration, and continuous improvement across Ontario's policing sector.

Examining Police Response Times Across Ontario

In the 2024 Annual Report, I identified police response times as an emerging province-wide concern, reflected in public complaints, sector engagement, and insights gathered through the IoP's early oversight work. Complaints received from communities across Ontario—ranging in size and landscape—highlighted questions about the adequacy and effectiveness of how police services manage and prioritize responding to calls for service in the context of local needs, constraints and operational pressures. Findings from literature reviews, jurisdictional scans, and sector-wide surveys revealed **significant variability in how Ontario's police services define, measure, and report response time information**. Considered together with the concerns raised by multiple stakeholders along with themes identified through complaints made to the IoP regarding the adequacy and effectiveness of police response times, it is evident that a more consistent, structured framework for understanding police response time is necessary to drive improvement in this fundamental aspect of police service delivery.

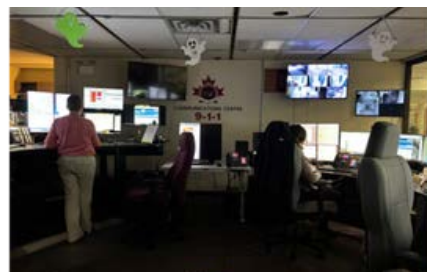
In 2025, the IoP's Centre for Data Intelligence and Innovation advanced research in this area in several important ways:

- Conducted in-depth consultations with subject matter experts from 14 municipal police services and the OPP to gain a deeper understanding of the end-to-end police response process—from receiving and prioritizing a 9-1-1 call to dispatch and the arrival of the first responding officer.
- To gain a fulsome, province-wide perspective, the remaining 30 municipal police services^[1] were asked how they define, measure, and report response time.
- Spent over 70 hours with call takers and dispatchers from various police services, as well as conducting ride-alongs with frontline officers and supervisors. This allowed our research team to directly observe variations and consistencies in operational response processes and identify unique and common factors that impact resource demands, as well as leading practices.

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

Our research findings will be released publicly in 2026, upholding the IoP's commitment to promoting policing excellence and knowledge exchange that enables services to meet the expectations of the communities they serve.

^[1] Development of data collection tools and strategies for First Nations police services opted into the CSPA remain ongoing at the time of report writing.



Response Time Province-Wide Inspection

Building on this foundation, the IoP's Policing Inspections Unit will be initiating a province-wide **Police Response Times Inspection** in the near future. This inspection will represent the first province-wide application of the Generally Applicable Standard under the Adequate and Effective Policing Regulation, assessing whether response functions are delivered in a manner that is reasonable in light of local context.

The inspection will examine operational practices alongside governance oversight, quality assurance processes, and the use of data and technology. Introduced through a risk-informed and phased approach, this work reflects a continued commitment to evidence-based oversight, transparency, and continuous improvement, recognizing that while communities differ, the public expectation of timely and effective policing is shared across Ontario.

Sector Engagement, Guidance, and Public Reporting

Throughout 2025, I remained actively engaged with police services, police service boards, oversight partners, and the public to support shared understanding of Ontario's modernized policing framework and the role of independent oversight.

Engagement with the Policing Sector

A significant focus of this year's engagement involved direct, in-person connection with the sector. In 2025, I completed my **Inspector General Tours**, which included personal visits to all 43 municipal police services and police service boards across Ontario, as well as the Ontario Provincial Police and Nishnawbe Aski Police Service. These visits provided valuable opportunities to hear directly from local leaders, better understand emerging challenges and priorities, and raise awareness of the Inspector General's mandate with both the sector and the public.

National and International Engagements

My engagement with the policing sector was informed by continued dialogue with oversight bodies beyond Ontario. In 2025, I maintained active connections with national and international oversight agencies, including through participation in the **Canadian Association for Civilian Oversight of Law Enforcement (CACOLE)**, where I serve as a board member, and through regular discussions with the heads of oversight agencies in other jurisdictions, including the **United Kingdom, Ireland and the United States**. These exchanges supported mutual learning, informed comparative oversight approaches, and contributed to ongoing consideration of broader developments affecting police accountability and governance.

Maintaining these knowledge exchanges helps ensure that Ontario's policing oversight framework remains informed by emerging practices and lessons learned in other jurisdictions, while remaining responsive to the unique context of policing across Ontario's communities.



Providing Advice Through IG Memos and Advisory Bulletins

IG Memos and Advisory Bulletins remained important oversight tools in 2025. These advisory mechanisms helped clarify statutory requirements, communicate expectations arising from the CSPA and its regulations, and support consistent understanding and application of policing service delivery and governance responsibilities across the policing sector.

A key priority in 2025 was supporting the sharing of learning across the sector. An IG Advisory Bulletin on Critical Points Policies, informed by practices developed in Toronto and Halton, supported the adoption of similar approaches by police service boards across the province. To date, 34 out of Ontario's 43 police service boards have adopted this policy. By encouraging stronger governance practices at organizationally significant moments, this guidance contributed to greater consistency and clarity in board oversight responsibilities and reflects my commitment to lifting standards across the policing system through practical, system-wide learning.

Public Reporting, Digital Presence, and Transparency

Transparency and public accountability are central to my oversight mandate. In 2025, the IoP continued to publicly report on my work to reinforce accountability, promote confidence in the policing oversight system, and provide visibility into how oversight authorities are exercised in the public interest.

Information made publicly available throughout the year included IG Memos and Advisory Bulletins, oversight Decisions, and binding Directions and Measures imposed, as well as updates on the IoP's monitoring work with specific police services and police service boards. Publishing this information supports clarity within the policing system, enables police services and police service boards to better understand oversight expectations, and allows the public to see how concerns about policing governance and performance are addressed.

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



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

Future Initiatives



Province-Wide Inspection on Police Integrity and Anti-Corruption Practices

In February 2026 and based on issues identified in the ‘Project South’ criminal investigation, I announced a province-wide inspection into police integrity and anti-corruption practices across Ontario’s policing sector. While this inspection was initiated following a request from the Toronto Police Service and the Toronto Police Service Board, I determined that the issues raised extended beyond any single service. The matters engaged core integrity safeguards that are fundamental to public confidence in policing, and warranted examination on a sector-wide basis.

The inspection applies to all municipal police services, the Ontario Provincial Police, Nishnawbe Aski Police Service and police service boards, recognizing that integrity, accountability, and effective oversight are shared responsibilities within Ontario’s policing system. To support independence and public confidence in the process, I have appointed the Honourable William Hourigan as lead inspector and have vested him with the same statutory authorities as I have as the IG. This approach ensures that the inspection is conducted impartially and positioned to assess both systemic strengths and areas requiring improvement across the sector.

The inspection will focus on five key areas: supervision and span of control; screening and vetting at recruitment and throughout officers’ careers; access to police databases and information systems; evidence and property management practices; and substance use and fitness for duty. These areas were selected because of their central role in organizations preventing, detecting, and responding to corruption, and in reinforcing professional standards that sustain public trust. The scope of the inspection will remain flexible to consider additional issues should they arise during the course of the work.

The inspection is expected to take at least 18 months and will be designed so that, if any non-compliance with the CSPA requiring immediate corrective action is identified, I can issue legally binding Directions and monitor impacted police services and/or boards to ensure those measures are implemented during the inspection, rather than waiting for it to conclude.

I remain confident in the capacity of Ontario’s policing sector to uphold strong standards of integrity and accountability. This inspection provides an important opportunity to reinforce public confidence and clarify expectations across the sector.





Acknowledgements

I would like to thank all boards, chiefs of police, and the members of their police services in Ontario, including the OPP and the Commissioner, for their assistance and cooperation during the creation of my Annual Report.

I also would like to thank the Ontario Association of Chiefs of Police, Police Governance Ontario and police associations across the province for their ongoing support of my and the IoP's work.

Lastly, I want to express my gratitude to the many individuals in the IoP who were involved in the creation of my Annual Report and brought their talent and creativity to this endeavour.



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Ce rapport est aussi disponible en français



GREATER SUDBURY POLICE SERVICE BOARD REPORT

8.2 PUBLIC

Date: September 10, 2026

Prepared by: Sharon Baiden, Interim Board Staff

Recommended by: Gerry Lougheed, Jr. Chair

SUBJECT: Notification of Change to Assigned Police Services Advisor

ACTION: For Information

BACKGROUND:

Ontario Police Services Advisors are provincial government specialists who support local police service boards and agencies with governance, administration, and regulatory compliance under the [Community Safety and Policing Act](#). For the past several years, the Greater Sudbury Police Service Board and Greater Sudbury Police Service has had the support of Tom Gervais as the assigned Police Services Advisor. In this role he has played a significant role in:

- **Governance Support:** Guide police service boards on roles, responsibilities, and statutory duties.
- **Advisory Services:** Provide consultation on police administration, operations, and policy development.
- **Liaison:** Act as a bridge between the Ministry, local municipalities, and policing bodies to resolve complex operational or governance challenges.

CURRENT SITUATION:

Recently, through correspondence from Jeeti Sahota, Acting Manager in the Police Services Liaison Unit, the notice was received that effective September 1, 2026, Mr. Ron LeClair will assume the role of primary Advisor. Mr. Tom Gervais will now serve as the backup Advisor.

SUBJECT: Notification of Change to Assigned Police Services Advisor

Throughout the summer, Mr. Gervais will continue to serve as the primary point of contact with the Inspectorate of Policing. Recently by way of written notification, Mr. LeClair made a formal introduction.

The Board extends its most sincere thanks to Mr. Gervais for his leadership during his time as the assigned Police Services Advisor to the Greater Sudbury Police Service Board and the Greater Sudbury Police Service. He has been very instrumental in his assistance in particular with transitioning to the new requirements under the *Community Safety and Policing Act*.

The Board values its relationship with our Police Service Advisor and looks forward to working with Mr. LeClair in the coming years.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

8.3 PUBLIC

Date: September 10, 2026

Prepared by: Sharon Baiden, Interim Board Staff

Recommended by: Gerry Lougheed, Jr., Chair

SUBJECT: IoP Intelligence Hub

ACTION: For Information

BACKGROUND:

As part of the Inspectorate of Policing's (IoP's) commitment to transparent information sharing with Ontario's policing sector, the IoP Intelligence Hub was launched in May 2026.

The Hub is a secure, centralized platform that provides access to dashboards, analytical products, and other resources developed by the IoP's Centre for Data Intelligence and Innovation. The Hub currently includes dashboards based on 2024 data and offers boards access to data visualizations and sector-wide insights derived from information submitted through the PSBI process.

On May 27, the IoP's Centre for Data Intelligence and Innovation hosted a webinar to mark the launch of the IoP Intelligence Hub and introduce the platform to police services and police service boards across Ontario.

The IoP Intelligence Hub is a secure, centralized resource that provides the policing sector with a single point of access to trusted data, reporting, and analytics. By bringing together key information and analytical tools in one place, the Hub supports operational awareness, strategic planning, and more consistent, data-informed decision-making thereby strengthening oversight and governance across the policing sector.

This marked an important step in modernizing how policing data is used in Ontario—advancing transparency, strengthening accountability, and supporting more informed, system-wide decisions.

SUBJECT: IoP Intelligence Hub

Updated dashboards based on 2025 data are planned for release in Fall 2026. These efforts reflect the IoP's ongoing commitment to supporting informed decision-making, transparency, and continuous improvement across Ontario's policing sector.

Participating in this data collection and sharing activity plays a vital role in supporting evidence-informed oversight and driving continuous improvement across Ontario's policing sector. The Inspector General of Policing and the IoP have consistently highlighted the critical role of high-quality data in fulfilling the Inspector General's mandate to monitor the delivery of adequate and effective policing and in supporting police services and boards in meeting their legislative obligations.

CURRENT SITUATION:

Through recent correspondence, the IoP has advised that several changes have been implemented to the 2026 data collection cycle aimed at simplifying completion of the Police Service Board Form (PSBI Form) and reducing administrative effort where possible.

The IoP reviewed feedback received from police service boards following the 2025 collection cycle and has implemented several enhancements to improve the user experience and streamline completion of the PSBI Form.

- **User Experience Improvements**
Updates have been made to the PSBI Form based on feedback received from boards. The 2026 PSBI Form will be distributed in September 2026.
- **Reduced Number of Questions**
The IoP reviewed the 2025 PSBI Form and removed or deferred questions where annual collection is no longer required, reducing the overall volume of information requested.
- **Pre-populated Responses**
Similar to last year, select responses will be pre-populated to support more efficient completion of the PSBI Form.
- **Earlier Launch and Extended Completion Period**
The 2026 PSBI Form will be distributed on **September 23, 2026**, earlier than in previous years. Boards will also have additional time to complete the form, with submissions due by **December 14, 2026**.

The Board and the Service look forward continue working with the IoP on this important initiative.

8.4 PUBLIC

Police Governance Ontario Board 2026 - 2027

Al Boughton

Chair

Director – Big 12, Peel Regional PSB

Bill Hagborg

1st Vice Chair

Director – Zone 1A, North Bay PSB

Susan Stevenson

2nd Vice Chair and Secretary

Director – Big 12, London PSB

John Thomson

Treasurer

Director – Zone 5, Owen Sound PSB

John McTaggart

Director – Zone 1, Rainy River District West OPP Detachment

David Donaldson

Director, Zone 2 Ottawa Police Service Board

John Braybrook

Director – Zone 3, Peterborough OPP Detachment

Ken Whiteford

Director – Zone 4, Woodstock PSB

Patrick Weaver

Director – Zone 6, Chatham-Kent PSB

Lisa Kostakis

Director – Toronto, Toronto PSB

Karen Fisher

Director – Big 12, Durham Regional PSB

Nyarayi Kapisavanhu

Director Big 12 - Niagara Regional Police Board

Harold Gunner

Director - First Nations, Nishnawbe Aski Police Service (NAPS)

Rick Dumas

Director –North 1, Marathon Manitouwadge OPP Detachment

Marc Vaillancourt

Director – North 1A, Lake Nosbonsing OPP Detachment

Mike Tarnowski

Director – South-East, Russell County OPP Detachment Board

Jim Maudsley

Director – South West, Middlesex OPP Detachment



GREATER SUDBURY POLICE SERVICE BOARD REPORT

8.5 PUBLIC

Date: September 1, 2026

Prepared & Recommended by: Sara Cunningham, Chief of Police

SUBJECT: Notes of Appreciation

ACTION: For Information

CURRENT SITUATION:

Notes of appreciation have been received recognizing the following members:

Constable Samantha Brosseau

Following a neighbour dispute attended and investigated by Constable Brosseau, one of the involved individuals, who had never previously interacted with police, expressed her gratitude for the empathy, kindness, and patience she received. Constable Brosseau ensured the individual felt heard and understood by taking the time to listen, provide guidance, and address her concerns with care.

Constable Jesse Sell

Constable Sell attended a community member's home to investigate a criminal allegation that had been made against him. Although the allegation was ultimately determined to be unfounded, Constable Sell treated the individual and his family with professionalism and respect throughout the interaction.

He also took the time to ensure the individual's children feel comfortable and at ease. By showing them his police equipment, providing stickers, answering their questions, and sharing a few laughs, Constable Sell turned a potentially stressful situation into a positive and informative experience. The community member expressed sincere appreciation for his kindness and professionalism.

SUBJECT: Notes of Appreciation

Acting Sergeant Alex McDonald, Constable Titmuss, and Mandy Lee

Acting Sergeant McDonald and Constable Titmuss responded to a report of a break and enter at the home of an elderly community member, who believed her walker had been stolen. When she called for assistance, Mandy Lee of the 911 Emergency Communications Centre spoke with her patiently and compassionately while gathering information and creating the call for service.

Upon investigating, Acting Sergeant McDonald and Constable Titmuss determined that there had been no break-in and that the walker had been forgotten at a nearby grocery store. The officers retrieved the walker and returned it to her home, while also notifying a family member of the situation. The family member expressed her gratitude for the kindness, patience, and support provided by all involved.

Detective Constable Ashley Laberge

A survivor of intimate partner violence wrote to express her deep gratitude for the exceptional support she received from Detective Constable Laberge throughout her case. From the outset, Detective Constable Laberge demonstrated compassion, empathy, and understanding, while consistently validating the survivor's experiences. Her professionalism, thoroughness, insight, and extensive knowledge helped provide the survivor with a sense of safety, dignity, and confidence throughout the process. The survivor credited Detective Constable Laberge's outstanding work with helping her move forward and make positive changes in her life.

Sergeant Ali Shirazi, Constable Scott Macdonald, Constable Jordan Carroll, Constable Zenon Kruk, and Ashley Beaudoin

A grateful pet owner expressed her sincere appreciation for the professionalism, expertise, and dedication demonstrated by members involved in assisting her during a distressing situation.

Her vehicle had been stolen while her dog was still inside. Despite her understandable distress, 911 Communicator Ashley Beaudoin responded efficiently and ensured a timely police response. Throughout the investigation, the responding officers remained patient, compassionate, and communicative, keeping her informed of developments and investigative efforts.

SUBJECT: Notes of Appreciation

The vehicle was successfully recovered, and her beloved dog was safely located, cared for, and returned to her. She was deeply appreciative of the support provided by all involved.

Constable Jordan Marotta

A community member expressed his gratitude to Constable Marotta for his prompt assistance in de-escalating a potentially violent family dispute. His professionalism and quick intervention helped bring the situation under control and prevent further escalation.

Constable Ryan Smith, Constable Taylor Williamson, Constable Jacques Belisle, and Acting Sergeant Tyler Hagen

The victim of an in-progress theft involving a motorcycle and dirt bike expressed sincere appreciation for the officers' rapid response and investigative efforts. Their quick actions led to the successful recovery and return of the stolen vehicles. The victim was particularly grateful for the professionalism, empathy, and support demonstrated throughout the incident.

Constable Kevin Tremblay and Constable Alex Ivanov

An individual expressed her gratitude to Constable Tremblay and Constable Ivanov for their prompt response following the death of her husband.

During an extremely difficult and emotional time, Constable Ivanov demonstrated compassion, humanity, and genuine care, providing comfort and support when it was needed most. The individual expressed sincere appreciation for the kindness shown by both officers.



July 10, 2026

Dear Chiefs of Police and Board Chairs,

In recent months, policing communities across Ontario and Canada have experienced a number of tragic line-of-duty deaths and serious injuries. While each loss has affected a family, a police service, and a community in a deeply personal way, their collective impact has been felt across the policing profession.

I have been moved by the compassion, professionalism, and care shown across the policing community as members, leaders, and police associations come together to stand alongside those affected by these tragedies. Moments like these remind us that loss is not experienced by individuals alone. It is shared by colleagues, organizations, and communities, and its effects are often felt long after public attention has moved on. The support, leadership, and commitment shown throughout this period have been a testament to the strength of Ontario's policing community.

As leaders, you are often called upon to support others while also navigating loss within your own organizations and communities. I want to acknowledge the emotional toll that recent events may have had on many within Ontario's policing community, including those in leadership roles.

On behalf of the Inspectorate of Policing, I extend my sincere condolences to all those affected by these recent tragedies. We remember those who have lost their lives, wish strength and recovery to those who have been injured, and recognize the lasting impact these events will continue to have on families, colleagues, and communities across the province.

Sincerely,

Ryan Teschner
Inspector General of Policing of Ontario



**Inspectorate
of Policing**

**Service d'inspection
des services policiers**

Office of the Inspector
General of Policing

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

Bureau de l'inspecteur général
des services policiers

777, rue Bay
7^e étage, bureau 701
Toronto ON M5G 2C8

Inspector General of Policing Memorandum and Advisory Bulletin

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

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: July 24, 2026

SUBJECT: Inspector General Memo and Advisory Bulletin #4.1:
Political Activity -- Police Service Board Members &
OPP Detachment Board Members

As part of my advisory role under section 102(4) of the *Community Safety and Policing Act, 2019* (CSPA), I am writing to provide information and advice regarding political activity by members of police service boards and OPP detachment boards.

In advance of the upcoming municipal elections, questions may arise regarding the extent to which board members may engage in political activities while continuing to fulfill their governance responsibilities with boards.

The CSPA requires police service board members and OPP detachment board members to comply with each of the applicable Codes of Conduct. These Codes are regulations — that is, they have legal force — and, among other things, establish standards of conduct that may apply when members participate in political activities.

These Codes are set out in:

[Ontario Regulation 408/23 \(Code of Conduct for Police Service Board Members\)](#); and
[Ontario Regulation 409/23 \(Code of Conduct for OPP Detachment Board Members\)](#).

While political activity is not prohibited, board members must ensure that activities in which they engage do not:

- conflict with their statutory duties as board members;
- create actual or perceived conflicts of interest between their role as board members and their political activity;
- compromise their impartiality as board members; or,
- undermine public confidence in the board or the police service.

The enclosed Advisory Bulletin #4.1 is being released in line with my statutory duty to provide advice to the Ontario policing sector concerning compliance and performance. The Advisory Bulletin provides an overview of the legislative, governance, and ethical considerations applicable to board members who participate in political activities or seek elected office. It also highlights key compliance, conflict-of-interest, accountability, and public trust considerations to support effective governance and informed decision-making.

I trust this information will be helpful to you. Should you have any questions, please contact your Police Services Advisor.

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

Enclosed: Advisory Bulletin
Political Activity: What Board Members Need to Know.

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



Advisory Bulletin 4.1: Political Activity – Police Service Board Members & OPP Detachment Board Members

Date of issue: July 24, 2026

What you need to know

1. Board members are governed by prescribed Codes of Conduct

The Community Safety and Policing Act, 2019 (CSPA) requires police service board members and OPP detachment board members to comply with prescribed Codes of Conduct. The Codes of Conduct are set out in:

- [Ontario Regulation 408/23 \(Code of Conduct for Police Service Board Members\)](#)
- [Ontario Regulation 409/23 \(Code of Conduct for OPP Detachment Board Members\)](#)

These Codes apply to all board members and establish conduct standards that may be engaged when members participate in **political activity** (e.g., campaigning, canvassing, attending partisan events, fundraising).

2. While political activity is not prohibited for board members, it must not conflict with board duties or undermine public trust in the board or police service

The Codes of Conduct do not contain standalone provisions related to political activity. However, they **require board members to take certain actions** where they are in a conflict of interest (defined below) and not conduct themselves in a manner that undermines, or is likely to undermine, public trust in the board or the police service.

Political activity by a board member **may raise concerns** where it:

- creates (or reasonably appears to create) a conflict of interest;
- involves speaking on behalf of the board without authorization;
- uses confidential/non-public information obtained through board duties;

- uses the member's position to benefit themselves or someone with whom they have a personal relationship (e.g. uses their official title (e.g., "Police Services Board Member") in their own election campaign materials or when publicly endorsing another candidate, creating the impression that the endorsement carries the authority or support of the board.); or,
- otherwise risks the board member or board failing to comply with the CSPA or its regulations.

This list is **not** exhaustive.

3. Key Code of Conduct provisions commonly engaged in relation to a board member's political activity

a. Public trust

Members must not conduct themselves in a way that undermines or is likely to undermine public trust in the board or the police service (subject to limited good-faith considerations).

b. Statements and communications

Members must not knowingly make false statements relating to board duties, must not purport to speak on behalf of the board unless authorized, and must clearly indicate when expressing a personal opinion when commenting on matters related to the board, the service it maintains or members of the service.

c. Confidentiality and information handling

Members must not access, collect, use, or disclose information obtained in the course of their board duties contrary to law, including the CSPA, and must not disclose to the public information obtained through board duties except as authorized by the board or as required by law.

d. Conflicts of interest and recusal

Both Codes of Conduct define "conflict of interest" broadly to include any situation where a board member's private interests or personal relationships, place, or may be reasonably perceived to place, the member in a conflict with their duties as a board member. Board members must make an individual assessment when determining whether a conflict does in fact exist, or may be perceived to exist by a reasonable member of the public. There may be instances where the prudent course of action for a board member is to err on the side of caution where there is uncertainty as to whether a conflict may be perceived to exist.

Where a conflict of interest exists, a board member is required to promptly disclose the conflict, and refrain from participating in discussion or voting with respect to the matter at a board meeting. Members should also be mindful of other applicable legal duties, including the *Municipal Conflict of Interest Act* (where applicable).

- [Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50](#)

e. Using the position for benefit / advantage

Members must not use their position to benefit themselves, benefit someone with whom they have a personal relationship, or interfere with the administration of justice. An example of where this may be engaged is where a board role/title is used to advance a political candidate or campaign, solicit support, or create the impression of institutional endorsement.

4. Intersection with police officer political activity rules (for awareness)

Ontario Regulation 402/23 (Political Activity) restricts the forms of political activity that a police officer may engage in. While this regulation does **not** apply to board members, board members should be aware of these restrictions and ensure they do not engage with police officers, including command officers, in a manner that may result in that officer contravening the restrictions on political activity set out in this regulation. For example, a board member who is a candidate in a campaign for political office should not seek the attendance of a local chief of police at their political campaign event.

- [Ontario Regulation 402/23 \(Political Activity\)](#)

5. Misconduct disclosures and the IG complaint process

Where a board member reasonably believes another board member's conduct constitutes misconduct, the Codes of Conduct require disclosure to the board chair, or if the misconduct involves the chair, to the Inspector General of Policing (IG). As part of their statutory mandate, the IG receives and investigates complaints about board member misconduct.

- See [Inspectorate of Policing — IG Advisory Bulletin 1.4 \(for related disclosure guidance\)](#)

What you need to do

1. Keep political activity separate from your board member role

When engaging in political activity (e.g., campaigning, canvassing, attending partisan events, fundraising), ensure that you do not act so as to create the impression that you in your capacity as a board member, or the board as a whole endorses a candidate/party/position or that the police service is aligned with a political campaign.

Seeking advice: If you are unsure whether a proposed activity could create a real or perceived conflict of interest, raise concerns about public trust, involve the use of board resources, or otherwise engage your Code of Conduct obligations, seek advice as early as possible. Board members may wish to consult the board chair (or vice-chair), the board's professional staff, their municipal clerk (for election-related rules), the municipality's or board's legal counsel, as appropriate, and their Inspectorate of Policing Police Services Advisor. General IG guidance and resources are also available on the Inspectorate of Policing website ([IG Advisory Bulletins](#)).

Recommended practices:

- Do not use board or police service letterhead, email or social media accounts, contact lists, meeting time, or resources for political purposes/activity.
- If your board title appears in a biography, ensure it is accurate and accompanied by clear language that you are not speaking for the board at a political event.
- Be cautious about social media posts that may undermine public trust, including those that reference the board or police service in the context of political activity by a board member.

Boards and members should be mindful of broader election-related rules that may apply in their context, including:

- [Municipal Elections Act, 1996, S.O. 1996, c. 32, Sched.](#)
- [Election Act, R.S.O. 1990, c. E.6](#)
- [Canada Elections Act, S.C. 2000, c. 9](#)

2. Align your conduct with the Code of Conduct rules on statements

If you speak publicly on policing matters while engaged in political activity, ensure that your statements and other communications, including social media posts and public comments, comply with the Code of Conduct:

- Do not represent that you are speaking for the board.
- Clearly indicate when you are offering a personal opinion.
- Avoid statements that could reasonably undermine trust in the board or police service.

3. Identify, disclose, and manage political conflicts of interest

Political activity may create an actual or perceived conflict of interest where a member is a candidate, organizer, fundraiser, or endorser in an election, or where a member's political activity relates to matters that may come before the board. For example:

- **Using the board role in political activity** (e.g., campaign messaging or advocacy) may suggest influence over or pre-judgment of matters that may come before the board.
- **Fundraising, organizing, or endorsing a political campaign** tied to policing issues may give rise to a real or perceived conflict (e.g., advocating for increased police funding or decisions the board must consider).

Where the Code of Conduct conflict of interest definition is met, members must:

- Promptly disclose the conflict of interest to the chair (or to the IG if the conflict involves the chair).
- Disclose the conflict of interest on the record at the next board meeting after disclosure.
- Not participate in discussion or voting on the matter (for which there is a conflict of interest) at board meetings.

4. Protect confidential/non-public information

Do not use or disclose information obtained or made available to you in the course of your duties as a board member, including for political purposes. **Address alleged misconduct promptly.**

If you reasonably believe a board member's political activity constitutes misconduct under the Codes of Conduct, disclose it to the chair, or to the IG if it involves the chair. A disclosure to the chair constitutes a complaint under section 106 of the CSPA. The board chair must forward this information to the IG in accordance with section 108 of the CSPA and applicable IG guidance.

- [Advisory Bulletin 1.4 | Inspectorate of Policing](#) (for related disclosure guidance)

What we will do

The Inspectorate of Policing will use information received (including disclosures and complaints relating to board member conduct) to support the IG's mandate, including by monitoring compliance and determining whether an investigation or other action is appropriate.

Where allegations of misconduct are received, the IG will review the information and circumstances to determine the appropriate response under the IG's complaint-handling and oversight framework.

The Inspectorate of Policing will continue to provide sector guidance and resources to support boards in complying with the CSPA and its regulations and maintaining public confidence in the civilian governance of policing.

Note: Advisory Bulletins are provided for information purposes only and are not a substitute for legal advice. 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.

Applicable references (quick links)

- [Ontario Regulation 408/23 — Code of Conduct for Police Service Board Members](#)
- [Ontario Regulation 409/23 — Code of Conduct for OPP Detachment Board Members](#)
- [Ontario Regulation 402/23 — Political Activity](#)
- [Municipal Conflict of Interest Act, R.S.O. 1990, c. M.50](#)
- [Municipal Elections Act, 1996, S.O. 1996, c. 32, Sched.](#)
- [Election Act, R.S.O. 1990, c. E.6](#)
- [Canada Elections Act, S.C. 2000, c. 9](#)
- [Inspectorate of Policing — IG Advisory Bulletins](#)

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



Political Activity: What Board Members Need to Know

Political activity is permitted, but board members must avoid conflicts of interest, protect confidential information, and maintain public trust.

Do

- ✓ Keep campaign activity separate from your board role.
- ✓ Use accurate biographies with a disclaimer that you are not speaking for the board.
- ✓ Be cautious with social media posts that reference the board or police service.
- ✓ Seek advice if unsure about conflicts, public trust or board resources.
- ✓ Ensure any personal views expressed align with Code of Conduct obligations and do not undermine public trust.

Don't

- ✗ Use board letterhead, email, contact lists or resources for politics.
- ✗ Use your board title to advance a campaign or imply board endorsement.
- ✗ Post content that creates the impression your board member role is being used for political campaign purposes
- ✗ Assume that using your personal account means there are no Code obligations.
- ✗ Use confidential information obtained through your board duties for political purposes.

If political activity creates a conflict (actual or perceived), members must:

1. Promptly disclose it
2. Disclose it on record at the next board meeting
3. Not participate in discussion or voting on the affected matter



June 16, 2026

Mayor Paul Lefebvre
City of Greater Sudbury
P.O. Box 5000
Tom Davies Square Stn A
Sudbury ON P3A 5P3
mayor@greatersudbury.ca

Chair Gerry Lougheed, Jr.
Greater Sudbury Police
190 Brady Street
Sudbury, Ontario P3E 1C7
psb@gspcs.ca

Dear Mayor Lefebvre and Chair Lougheed,

**Re: Incidents of Violence and Harassment in Condominium Communities
Improved Police Presence, Responsiveness and Intervention Required**

We are writing on behalf of the Association of Condominium Managers of Ontario, the Canadian Condominium Institute (Toronto & Area and Eastern Ontario Chapters), and CAI Canada.

We would like to follow up on our letter dated June 24th, 2025. The letter requested improved police presence, responsiveness and intervention in condominium communities. We enclose a copy of the letter for your reference.

We continue to receive reports of escalating threats and intimidation directed at condominium directors and managers throughout Ontario. These individuals are volunteers and professionals who play a vital role in maintaining safe and well-managed communities, yet they are increasingly exposed to unreasonable levels of risk.

In our view, timely and consistent engagement from police services is critical to preventing incidents of harassment from worsening. Early intervention can stop harassment before it becomes violence, and it reassures residents and staff that their safety is a priority.

We recognize the pressures on police resources, but condominiums represent a significant portion of housing and tax revenue in your municipality, and their unique environment requires tailored attention.

We would greatly appreciate an update on your efforts at increasing police presence and intervention in condominiums and would welcome the opportunity to meet briefly to discuss that. We ask that you contact Deborah Howden at 416-214-5279 or by email at deborah.howden@shibleyrighton.com in this regard.

Thank you for your attention to this important matter.
Yours truly,

Signed,

SR - 5506170.1

On behalf of the CAI-C, CCI, ACMO Joint Safety Committee
Deborah Howden

DISCUSSION AGENDA



GREATER SUDBURY POLICE SERVICE BOARD REPORT

9.1 PUBLIC

Date: September 3rd, 2026

Prepared by: Holly Bilodeau, Manager of Human Resources

Recommended by: Sara Cunningham, Chief of Police

SUBJECT: Staffing/Deployment Update

ACTION: For Approval

THAT the Greater Sudbury Police Service Board, in accordance with Section 37(1)(b) of the *Community Safety and Policing Act*, hereby receives notice of the hiring of the following members:

Name:	Start Date:	Position:
Prevost, Colleen	02-Jul-26	Court Security
Dixon, Eric	02-Jul-26	Court Security
Gaudin, Milo	02-Jul-26	Court Security
Khoury, Nina	02-Jul-26	Court Security
Bouthillier, Keith	02-Jul-26	Court Security
Schroeder, Madison	02-Jul-26	Court Security
Ward, Tara	04-Aug-26	Part-Time Digital Evidence Processor
Guerin, Chad	04-Aug-26	Part-Time Digital Evidence Processor
Major, Jackson	20-Aug-26	Cadet
Sprenger, Gregory	20-Aug-26	Cadet
Otosquaib, Mya	20-Aug-26	Cadet

BACKGROUND:

Section 37 of the *Community Safety and Policing Act* sets out the Board's responsibilities with respect to the provision of adequate and effective police service in the municipality.

More particularly under Section 37, the Board appoints and accepts resignations of members of the Service.

SUBJECT: Staffing/Deployment Update

Each year, the Service develops a Recruitment Plan in accordance with anticipated attrition through resignation and/or retirement. New positions are also identified where required and filled accordingly. Recruiting efforts are ongoing continually to ensure staffing levels are maintained.

Recruiting efforts have been underway to meet and to be responsive to ongoing attrition through resignation and retirement. As soon as last day at work notices have been given, efforts are made to identify a replacement for both Sworn and Police Professional members.

CURRENT SITUATION:

The following tables summarize appointments, resignations, and retirements since the last report to the Board. Unless otherwise stated, the appointments are full-time.

TABLE A: GSPS Authorized Strength on September 3rd, 2026

FULL-TIME COMPLEMENT

	Budgeted		Notes	
	Authorized	Actual	Long-term Leave	Secondment
SWORN	303	299	(14)	(1)
POLICE PROFESSIONALS	148	148	0	
TOTAL	451		0	(1)

Active recruitment efforts for the position of Police Constable remain ongoing. We are currently in the selection phase for the upcoming November intake, with plans to hire an additional six recruits. Like many Police Services, we continue to experience staffing challenges resulting from long-term medical leaves. To mitigate these gaps, we continue to plan above our authorized strength. As illustrated in the chart above, 14 Sworn members of our 299 actual counts are currently on long-term medical leave of one year or more. Our ongoing priority is to proactively recruit in anticipation of upcoming retirements and to ensure coverage for members on extended leaves of absence.

Members hired for Court Security activities will undergo the development requirements under the CSPA and be issued Certificates of Appointment as Special Constables once the requisite training has been completed.

SUBJECT: Staffing/Deployment Update**TABLE B: New Hires**

Name:	Start Date:	Position:
Prevost, Colleen	02-Jul-26	Court Security
Dixon, Eric	02-Jul-26	Court Security
Gaudin, Milo	02-Jul-26	Court Security
Khoury, Nina	02-Jul-26	Court Security
Bouthillier, Keith	02-Jul-26	Court Security
Schroeder, Madison	02-Jul-26	Court Security
Ward, Tara	04-Aug-26	Part-Time Digital Evidence Processor
Guerin, Chad	04-Aug-26	Part-Time Digital Evidence Processor
Major, Jackson	20-Aug-26	Cadet
Sprenger, Gregory	20-Aug-26	Cadet
Otosquaib, Mya	20-Aug-26	Cadet

TABLE C: Retirements/Resignations:

Name:		Effective:	Position:
Patel, Harshvi	End of Contract	06-Jun-26	Wellness Internship
Stinson, Michael	Retirement	11-Jun-26	Constable
Doyon, Sasha	Resignation	27-Jun-26	Community Safety Personnel – E Platoon
Hiltz, Natalie	Retirement	30-Jun-26	Deputy Chief of Police
Godin, Darcy	Resignation	04-Jul-26	Constable
Boileau, Kade	Resignation	29-Jul-26	Constable
Manitowabi, Noah	Resignation	31-Jul-26	Constable
Taskinen, Lucia	Retirement	31-Jul-26	Property Supervisor
Kaelas, Sarah	Resignation	01-Aug-26	Multimedia Marketing Specialist
Kitchikake, Mitchell	Resignation	02-Sept-26	Constable



GREATER SUDBURY POLICE SERVICE BOARD REPORT

9.2 PUBLIC

Date: September 3rd, 2026

Prepared by: Holly Bilodeau, Manager of Human Resources

Recommended by: Sara Cunningham, Chief of Police

SUBJECT: Appointment of Special Constables

ACTION: For Approval

THAT the Greater Sudbury Police Service Board receives this report regarding appointments and Certificate of Appointment issued for the following members as Special Constables in accordance with Section 92 and O. Reg 396/23 of the *Community Safety and Policing Act*:

Name:	Appointment Date:
Lavigne, Michael	26 August 2026
Prevost, Colleen	26 August 2026
Dixon, Eric	26 August 2026
Gaudin, Milo	26 August 2026
Khoury, Nina	26 August 2026
Bouthillier, Keith	26 August 2026
Schroeder, Madison	26 August 2026

BACKGROUND:

In accordance with the provisions of sections 92, 93 and 94 of the CSPA and O. Reg. 296/23 and in consultation with the Chief, the Board appoints Special Constables and issues a Certificate of Appointment. In doing so, the Chief shall ensure the mandated training by the Ministry is completed.

SUBJECT: Appointment of Special Constables

Special Constables are appointed for the purpose of:

- Providing security in relation to premises which are used for court proceedings, are used by a police service, the Government of Ontario, or a municipal government, or the police service of which the special constable is a member has undertaken to patrol or maintain security on a time-limited basis due to a special event;
- Assisting police officers with performing policing functions, such as assisting with investigations into criminal offences or missing persons;
- Assisting with investigations may include interviewing members of the public regarding alleged offences or missing persons, detaining, arresting, or releasing individuals while acting under the direction of a police officer, securing or preserving evidence under the direction of a police officer, seizing or storing evidence under the direction of a police officer, securing crime scenes, collecting DNA evidence or extracting DNA evidence from an individual as required as part of an investigation, fingerprinting individuals brought into police custody in connection with an investigation, performing electronic searches or seizures under the direction of a police officer, performing forensic analysis or using specialized technology or scientific techniques required as part of an investigation, storing or processing evidence under the direction of a police officer, covertly entering a place and installing, testing, repairing or removing devices used to intercept private communications or conduct video surveillance in accordance with an authorization as defined in the Criminal Code under the direction of a police officer and monitoring private communications intercepted under the Criminal Code or video surveillance authorized under the Criminal Code;
- Preparing and serving summonses or other legal documents; Executing warrants or other court orders;
- Laying charges while acting under the direction of a police officer; Swearing of Informations;
- Searching, ensuring secure custody of, and transporting individuals who are in custody;
- Directing traffic; and Providing witness protection.

For the purpose of the appointment, the Special Constable has:

- The status of a peace officer; and
- Police Officer powers as contained in the following legislation:
 - o The Mental Health Act (ss.16(3),17, 33.3(3))
 - o The Courts of Justice Act (s.144)
 - o Youth Criminal Justice Act (ss.6(1)(2),9,12,19(1), 119(1)(4), 120(1), 125(1)(6))
 - o The Provincial Offences Act

SUBJECT: Appointment of Special Constables

Special must complete all prescribed training required to exercise authorities as a Special Constable and shall:

- Carry out their duties in accordance with the terms, conditions and purposes set out in the certificate of appointment
- Exercise any police powers conferred on them:
 - o only to the extent and for the specific purposes set out in the certificate of appointment; and
 - o in accordance with the regulations, if any.
- Comply with the prescribed code of conduct
- Perform such other duties as are assigned to them by or under this or any other Act including any prescribed duties

This appointment is valid until the above noted Appointees cease to be an employee of the Greater Sudbury Police Service.

CURRENT SITUATION:

The Service has followed the requirements of the terms of the Certificate of Appointment, and the provisions of the CSPA and O. Reg 396/23, as amended, for the following Special Constable appointments.

Name:	Hire Date:	Special Constable Appointment Date:
Lavigne, Michael	2 July 2026	26 August 2026
Prevost, Colleen	2 July 2026	26 August 2026
Dixon, Eric	2 July 2026	26 August 2026
Gaudin, Milo	2 July 2026	26 August 2026
Khoury, Nina	2 July 2026	26 August 2026
Bouthillier, Keith	2 July 2026	26 August 2026
Schroeder, Madison	2 July 2026	26 August 2026

These members are assigned to the Courts Branch and fulfilling their duties accordingly.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

9.3 PUBLIC

Date: September 10, 2026

Prepared by: Sharon Baiden, Interim Board Staff

Recommended by: Gerry Lougheed Jr., Chair

SUBJECT: Canadian Association of Police Governance Conference and Police Governance Excellence Director Award

ACTION: For Information

BACKGROUND:

The Canadian Association of Police Governance (CAPG) is the only national organization dedicated to excellence in police governance in Canada. Founded in 1989 with the goal to improve the effectiveness of civilian bodies that govern local police services, we have since grown to represent 80% of municipal police service oversight bodies throughout Canada.

For over 30 years, the CAPG has worked diligently to achieve the highest standards as the national voice of civilian oversight of municipal police. Legitimate police powers are derived from the consent of the public. As a result, it is incumbent upon the members of the CAPG to safeguard the public trust by acting ethically. The ethical foundation of justice, rule of law, moral core, human dignity and democratic principles forms the context for ethical decision making, which guide decisions made by the CAPG. The primary duty of all CAPG members is to work in support of Canadian democratic values that are enshrined in the Constitution and the Charter of Rights and Freedoms.

Each year the CAPG hosts an annual Conference. This year the event was held in Edmonton August 12th to 14th.

CURRENT SITUATION:

Conference Update:

The theme of the conference was Navigating Complexity: Police governance in an Era of Competing Pressures. There were excellent sessions on Strategic Planning

- Assessing the Chief

SUBJECT: Canadian Association of Police Governance Conference & Police Governance Excellence Director Award

- Budgeting
- Police Governance Through a Federal Perspective
- Beyond the Badge and Role of the Board: Wellness, Retention and the Future
- Als Impact on Oversight and Decision-Making
- Where Governance Ends and Policing Begins: Different Roles, Same Goal
- Community Engagement & Trauma Informed Policing: The Shift from Policing to Public Safety

The Conference provided opportunities for learning and networking. Member Sizer attended and will report on the various sessions and activities at the conference.

Award Announcement:

At is May 2026 in response to the CAPGs' call for nominations for awards in Police Governance Excellence the Board unanimously endorsed a nomination for Member Al Sizer for the Director Award. This is an award presented to a past or present director of a police governance board, commission, or advisory committee that has devoted their time and efforts to move the mark in police governance.

In addition, it was noted that following the 2022 Municipal election, Member Sizer was the only remaining Board Member. He was instrumental in providing continuity and historical context for new members appointed to the Board. This was a critical link given the changes that were being instituted with legislative reform and the new Community Safety and Policing Act enacted and its effect on Police Boards.

Through his engagement as a key participant on the Board's Bargaining Committee for the renewal of collective agreements, he has positively contributed to successful negotiations. Through meaningful bargaining, working conditions for members have been well-established and healthy Association relationships have been maintained.

He was recognized for his six years with the Board and ensuring financial stewardship with a commitment to achieving transparent and fiscally accountable policing. As a board member he has demonstrated consistent teamwork, leadership, and commitment to community well-being through excellence in governance. The quality and dedication of his work has inspired others to govern with the same passion and commitment

His strong commitment to Board development and training, has been evidenced as a faithful attendee at events over the years, most notably the CAPG and PGO conferences and annual meetings, as well as labour relations and training opportunities. In particular, he contributed to the effective transition from the former *Police Services Act* , to the new *Community Safety and Policing Act*. A large part of the review of the new *Act* occurred during his tenure as Police Service Board Chair, which extended from 2022 to 2024. This was crucial to ensuring the Board was well prepared and equipped to manage its new obligations in strengthening oversight accountability with measurable performance indicators.

SUBJECT: Canadian Association of Police Governance Conference & Police Governance Excellence Director Award

Member Sizer had key input to the Board's most recent development of the three-year Strategic Plan. The result of these efforts provided a comprehensive roadmap for the next three years which will address complex and modern-day needs of the Service and community. He continues to assist the Board with oversight and monitoring of the Plan as a key governance commitment.

Member Sizer was presented with this distinguished award by colleagues from across the country in being recognized for excellence in police governance. The Board extends warm and heartfelt congratulations for this outstanding achievement.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

9.4 PUBLIC

Date: September 3, 2026,

Prepared By: Melissa Lariviere, Acting Manager of Finance

Recommended By: Sara Cunningham, Chief of Police

SUBJECT: Facilities Improvements and Capital Projects Update

ACTION: For Information

THAT the Greater Sudbury Police Service Board receives the Facilities Capital and Renovation Projects Update for information.

BACKGROUND:

The Greater Sudbury Police Service continues to operate from facilities that require ongoing investment to maintain operational effectiveness, support member safety, address infrastructure deficiencies, and accommodate changing service delivery requirements. As facilities age, it becomes necessary to balance immediate repair requirements with strategic upgrades that improve functionality and extend the useful life of existing assets. Facility-related projects are prioritized based on operational need, health and safety considerations, asset condition, service impacts, legislative requirements, and available funding.

CURRENT SITUATION:

The Greater Sudbury Police Service continues to advance a number of facility improvement, renovation, maintenance, and infrastructure projects across its operational locations.

Current projects are focused on improving the functionality, safety, and efficiency of existing facilities and include:

- Interior facility renovations and workspace reconfigurations across multiple operational areas.

SUBJECT: Facilities Improvements and Capital Projects Update

- Cell Block locking system upgrades and security assessments to enhance safety, security, and operational effectiveness.
- Training facility improvements to support organizational learning and development.
- Property maintenance and exterior enhancement projects.
- Ongoing assessment and planning related to facility infrastructure, space utilization, and future operational requirements.

Several projects have also been completed, including office renovations and workspace reconfigurations, secure vehicle storage improvements, operational relocations, plumbing repairs, and other initiatives intended to support the efficient delivery of police services.

Year-to-date expenditures for facility upgrades, renovations, maintenance, and infrastructure improvements across the Greater Sudbury Police Service's various locations throughout the City total \$287,372.. These expenditures reflect the Service's continued investment in maintaining and modernizing its facilities.

These projects demonstrate the Service's commitment to maintaining safe, functional, and efficient facilities while maximizing the use of existing infrastructure. Many initiatives involve repurposing and modernizing current space to meet evolving service delivery requirements without significant facility expansion. This approach supports responsible asset management and the effective use of available resources.

Staff continue to monitor facility requirements, infrastructure conditions, and emerging demands to ensure future investments remain aligned with organizational priorities. Investments in facility maintenance and modernization are intended to reduce risk, support employee and public safety, improve training and service delivery capabilities, and extend the useful life of existing assets.

SUMMARY:

The Greater Sudbury Police Service continues to advance facility improvement, renovation, and maintenance initiatives that support service delivery, operational effectiveness, and member safety. Current efforts focus on infrastructure upgrades, security improvements, training space enhancements, workspace optimization, and general facility maintenance. Several projects have been completed and are now supporting operational requirements, while additional initiatives remain underway.

As the Service continues to operate within an aging facility environment, ongoing investment in maintenance, repairs, and targeted upgrades remains necessary to ensure facilities remain safe, functional, and capable of supporting current and future policing requirements. Staff will continue to monitor project progress and provide updates to the Board as significant milestones are achieved.

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GREATER SUDBURY POLICE SERVICE BOARD REPORT

9.5 PUBLIC

Date: September 10, 2026

Prepared & Recommended by: Sara Cunningham, Chief of Police

SUBJECT: Strategic Plan Progress Report

ACTION: For Approval

THAT the Greater Sudbury Police Service Board receives the 2024 to 2027 Strategic Plan Progress Report.

AND FURTHER THAT the Greater Sudbury Police Service Board Executive Director works with the Chief to develop a workplan for the development of the next Strategic Planning cycle and establish a framework for reporting on Strategic Plan results.

BACKGROUND:

The *Community Safety and Policing Act*, s. 39 provides that a Police Service Board shall prepare and adopt a Strategic Plan for the provision of policing and s. 79 (3) provides that a Chief of Police shall administer the Police Service and oversee its operation in accordance with the Board's policies and Strategic Plan. Additionally s. 12 of O. Reg. 399/23: General Matters Under the Authority of the Lieutenant Governor in Council prescribes annual reporting requirements of Chiefs of Police relating to the activities of the police service during the previous fiscal year, including information on the implementation of the Strategic Plan prepared and adopted by the Police Service. Police Service Board Policy 040 provides that the Board in consultation with the Chief of Police, prepare and adopt a Strategic Plan for the provision of policing.

The Plan shall address the following matters:

- a. How adequate and effective policing will be provided in accordance with the needs of the population of the area;
- b. The objectives, priorities and core functions of the Service;
- c. Quantitative and qualitative performance objectives and indicators of outcomes relating to:

SUBJECT: Strategic Plan Progress Report

- i. The provision of community-based crime prevention initiatives, community patrol and criminal investigation services;
 - ii. Community satisfaction with the policing provided;
 - iii. Emergency calls for service;
 - iv. Violent crime and clearance rates for violent crime;
 - v. Property crime and clearance rates for property crime;
 - vi. Youth crime and clearance rates for youth crime;
 - vii. Police assistance to victims of crime and re-victimization rates;
 - viii. Interactions with persons described in paragraph d) of this section;
 - ix. Road safety; and
 - x. any other prescribed matters;
- d. Interactions with:
- i. Youths;
 - ii. Members of racialized groups; and
 - iii. Members of First Nation, Inuit and Métis communities;
- e. Interactions with persons who appear to have a mental health condition;
- f. Interactions with persons who appear to have a mental illness or a neurodevelopmental disability;
- g. Information technology;
- h. Resource planning;
- i. Police facilities; and
- j. Any other prescribed matters.

At its June Board Meeting the comprehensive Annual Report for 2025 was presented to the Board detailing a comprehensive overview of Service activities for the prior year.

Periodically, reports are provided on an interim basis to provide the Board with an update of how the work of the Greater Sudbury Police Service continues to align with and advance the priorities established within the Board-approved Strategic Plan.

The Strategic Plan is intended to be more than a statement of organizational priorities as it provides the framework through which priorities are established, resources are allocated, organizational performance is assessed, risk is managed and decisions about the future of the Service are made.

Accordingly, the Service objective is to ensure that there is a clear line of sight between the priorities established by the Board and the work undertaken across the organization, from frontline service delivery and investigations to member wellness, human resources, technology, infrastructure, financial stewardship and community partnerships.

CURRENT SITUATION:

The development of a sound Strategic Plan that reflects the needs of our communities and of the Greater Sudbury Police Service and regular reporting to the Board on the Strategic Plan are fundamental to the effective delivery of adequate and effective policing, and it is therefore the policy of the Board to establish a framework for strategic planning

SUBJECT: Strategic Plan Progress Report

and reporting that is consistent with the guidelines provided by the Ministry of Solicitor General and in accordance with Section 39 of the CSPA and with PSB040.

The following serves as a Progress Report and overview on Board reporting consistent with the legislated and policy requirements.

Strategic Alignment

Throughout the organization, initiatives, programs and investments are increasingly assessed through the lens of the Strategic Plan. This ensures that organizational activity is purposeful and that resources are directed toward the areas identified as most important to our members, our community and the Board.

Each month the Board receives the Chiefs report which highlights and outlines deliverables as it relates to our goals, priorities and objectives. These monthly reports demonstrate our key deliverables, initiatives, and operational achievements that directly support the priorities and objectives outlined in our Strategic Plan. Throughout these reports, service outcomes are organized to reflect our strategic focus areas, including Member-Centred Workplace, Policing with Excellence, collaboration, ensuring effective resource allocation. By linking performance measures, community safety outcomes, resource investments, partnership initiatives, and organizational improvements to these strategic priorities, the report provides a clear account of how our activities contribute to achieving the long-term vision, mission, and goals of the organization. The report not only highlights what was accomplished during the year but also demonstrates how these accomplishments advance the implementation of the Strategic Plan and support our commitment to community safety, organizational excellence, and responsible stewardship of resources.

The annual service report that the Board received in June of this year also serves as a tangible demonstration of our Strategic Plan in action. Each major deliverable, performance outcome, and operational initiative is connected to a strategic priority, illustrating how day-to-day activities are advancing our organizational goals, enhancing community safety and well-being, supporting our members, strengthening partnerships, and ensuring responsible, evidence-based use of resources.

The Board through it's Executive Director in conjunction with Service staff will begin to engage community stakeholders in early 2027 to assist in developing our next Strategic plan. As policing and community needs continue to evolve, we are committed to creating a roadmap that reflects the expectations of our community while supporting our members and strengthening our capacity to respond to emerging challenges. The Board and the Chief will also work together to establish a reporting framework to ensure regular updates and communications on the plan.

The next plan will set our future direction, ensuring we remain a progressive, innovative, and adaptable police service. Through meaningful engagement with our members, community partners, Indigenous communities, stakeholders, and residents, we will identify emerging challenges and opportunities, positioning the Greater Sudbury Police

SUBJECT: Strategic Plan Progress Report

Service to continue delivering exceptional service, enhancing community safety and well-being, and embracing innovation in policing.

Greater Sudbury Police Strategic Plan 2024-2027

Our members - Member-centred workplace

Healthy culture through accountability, transparency, fairness, and equity

- Ensure adequate staffing and equal distribution of work
- Develop communication strategies with broad and inclusive corporate reach
- Expand methods of internal consultation and engagement in corporate decision making
- Leverage the knowledge, skills, and expertise of our members

•

Member acknowledgement, succession planning, development & retention

- Expand internal recognition programs and acknowledgment practices
- Support continuous self education as well as corporate learning and development
- Support resource development and continuous training to meet changing policing demands

•

Authentic inclusion and support for physical and psychological safety & well-being

- Promote safety, health and well-being as our first consideration in all that we do
- Continued development & implementation of a contemporary Equity, Diversity and Inclusion (EDI) strategy .Adopt trauma-informed prevention, rehabilitation, and reintegration programs

Our service - Policing with excellence

Culturally responsive service-delivery that is fair, equitable, and human-rights centered

- Ensure trust via initiatives, policies, and service-delivery that are unbiased and barrier free
- Promote and support transparency and accountability in everything we do
- Provide a robust high quality accessible public communication strategy
- Evolve and adapt to our diverse communities

Community engagement & input in services, supports, accessibility, and recruitment

- Develop and maintain recruitment programs that engage and attract diverse talent
- Ensure corporate visibility at events through cross-sectional representation

Crime prevention and strategic enforcement to reduce crime and social disorder

- Focus on prevention and intervention efforts to promote safety and prevent victimization
- Deploy informed strategic enforcement initiatives to promote safety and reduce crime
- Promote public accountability through police contact as a pathway for community treatment and support

SUBJECT: Strategic Plan Progress Report

- Support and develop multi-jurisdictional and multi-agency approaches to serious and complex crimes

Our safety and well-being - Working Together

Collaborative community and academic partnerships for effective and sustainable solutions

- Leverage knowledge and experience of community agencies, experts, and service providers
- Work collaboratively with multi-agency police partners
- Consult with community stakeholders and partners in collaborative problem solving/prevention

Promote community safety initiatives focused on the reduction of violence, crime, and victimization

- Support multi-agency approaches to empower people to protect their own safety
- Embrace partners and organizations in addressing root causes of crime and social disorder
- Create systems and processes that are holistic in addressing violence and crime

Focus on priority populations and those with acutely elevated risk, including vulnerable adults, children and young persons

- Continue partnerships with school boards, academics, and community advocates for informed approaches .Invest in initiatives that build resiliency and support people to thrive

Our resources – Optimizing and streamlining

Use research and strong evidence base for responsible resource deployment and risk mitigation

- Advance data-driven initiatives and solutions to effectively deploy resources
- Identify individuals with greatest risk & needs through objective measures for appropriate support
- Leverage information and research to create crime reduction initiatives that are well informed

Leveraging innovation & technological advancements for improved function and efficiency

- Remain committed to improving data quality to inform our work
- Embrace technological resources and partners to create workload efficiency
- Utilize innovation, technology, and partnerships to target rapidly changing complex crimes

Fiscal prudence for reasonable & sustainable resource development and investments

- Ensure sufficient staffing, equipment, facilities and infrastructure for adequate & effective policing
- Ensure fiscal scrutiny and accountability practices in all decision making
- Leverage research and data analysis to effectively deploy resources
- Continue to pursue and secure alternate funding envelopes and streams

SUBJECT: Strategic Plan Progress Report

As can be noted, sound progress is being made in many areas of our Strategic Plan with many priorities being addressed with tangible and measurable outputs. The Board will continue to be updated through regular reporting on Service activities notably through the Chief's monthly report.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

9.6 PUBLIC

Date: September 10, 2026

Prepared by: Sharon Baiden, Interim Board Staff

Recommended by: Gerry Lougheed, Jr. Chair

SUBJECT: Prescription Diversion Projects

ACTION: For Information and Discussion

BACKGROUND:

There has been an issue throughout the province of clients sharing their prescribed safer supply of medications, and therefore "Prescription Diversion Projects have been developed to address these concerns. The project is supported by Addictions Medicine Canada, whose physicians, along with the Prescription Diversion Committee in the District of Nipissing, are asking the College of Physicians and Surgeons of Ontario to strengthen its prescribing expectations. In their document, they have outlined two major recommendations:

1. Safer supply medications to be consumed under the direct observation of a regulated health-care professional; and
 2. A maximum daily dose equivalent to five 8mg hydromorphone tablets.
- We are asking our member boards and police services to review the background information and please consider signing the Confirmation of Communication form attached and sent to the identified people.

CURRENT SITUATION:

Pat Cliche, North Bay Police Services Board, is asking Zone 1A member boards and police services review the background information and please consider signing the Confirmation of Communication form attached to this report and sent to the identified people. The Board is aware that PGO as a key support for boards has a key advocacy role. Specifically, PGO *"champion the voice of police governance boards alongside government and sector partners. Our advocacy underscores the critical role of civilian oversight, highlights the resources boards need to fulfill their mandates, and drives the systemic changes required for safe, accountable policing."* As part of the consideration of

SUBJECT: Prescription Diversion Projects

this request, it is suggested that Zone 1A consider the role of the PGO in deliberating and responding to such requests.

A copy of a letter sent to Dr. Nancy Whitmore, Registrar and CEO, College of Physicians and Surgeons of Ontario and The Board of Directors, The College of Physicians and Surgeons of Ontario is included at 9.6 a.

Background Information and Confirmation of Communication

The Prescription Diversion Project

Diversion of Safe Supply Medications is Causing Harm in Our Community

The diversion of prescribed Safe Supply medications, particularly hydromorphone, has become a significant problem in our community and requires urgent attention from the College of Physicians and Surgeons of Ontario (CPSO).

Hydromorphone tablets intended for medical use are being diverted and trafficked on community streets, creating risks to public safety and exposing vulnerable individuals, including youth, to highly potent opioids.

Given the significant patient and community harm arising from the diversion of these medications, we respectfully request that the CPSO implement the necessary changes to Safe Supply prescribing practices recommended by Addiction Medicine Canada in its letter to the College dated August 17, 2026.

Specifically, we request that CPSO policy require physicians prescribing in Safe Supply programs to ensure:

1. Directly observed consumption

When prescribing opioids for Safer Supply purposes, all doses should be consumed daily under direct observation by a regulated health professional.

2. Maximum daily dose

A maximum total daily dose equivalent to five hydromorphone 8 mg tablets - i.e. 40 mg hydromorphone (or approximately 200 mg morphine equivalents of any opioid) for Safer Supply prescribing.

Prescribing practices include an obligation to protect not only individual patients, but also other patients and the broader community from preventable harm. Given the scale and urgency of the concerns regarding diversion of Safe Supply medications, we respectfully request that the College review and approve these recommended policy changes at its next Board meeting in September, 2026.

We thank you in advance for your prompt attention to this serious matter and request confirmation of the College's intended action regarding these recommendations.

SUBJECT: Prescription Diversion Projects

Confirmation of Communication

To: Dr. Nancy Whitmore, Registrar and CEO
College of Physicians and Surgeons of Ontario
nwhitmore@cpsy.on.ca
and
The Board of Directors, The College of Physicians and Surgeons of Ontario
feedback@cpsy.on.ca

The Honourable Sylvia Jones
Minister of Health and Deputy Premier
Ministry of Health
Sylvia.jones@pc.ola.org

c/c Patricia Cliche, Co-chair of Prescription Diversion Project, District of Nipissing
pat17@sympatico.ca

Sgt. Brad Reaume, Co-Chair of Prescription Diversion Project, District of
Nipissing
And Sgt., Street Crime Unit, North Bay Police
breaume@northbaypolice.on.ca

Name: _____

_____.

Signature

Print Name

Agency:

Mailing

Address:

Phone

_____ Email: _____

Number:

Date Sent: _____

Addiction Medicine Canada

Addictionmedicinecanada.org

August 17, 2026

To:

**Dr. Nancy Whitmore, Registrar and CEO,
College of Physicians and Surgeons of Ontario**

And

The Board of Directors, The College of Physicians and Surgeons of Ontario

RE: Safer Supply Prescribing in Ontario

Addiction Medicine Canada is an association of experienced Addiction Medicine physicians whose mission is to advocate for accessible, high-quality, evidence-based addiction treatment.

We respectfully request that the College immediately establish an expectation that opioids prescribed as part of a Safer Supply program be consumed under direct observation by a regulated health care professional, and that clear dose limits be established for such prescribing. These measures are necessary to reduce diversion and protect patients and the public from the ongoing harms associated with inappropriate prescribing.

Since the introduction of Safer Supply programs, police have seized tens of thousands of hydromorphone 8mg tablets¹. Hydromorphone was rarely encountered in Ontario's illicit drug supply prior to Safe Supply prescribing. Widespread diversion of Safer Supply medications has been reported by the media, physicians, patients, the OMA Section on Addiction Medicine (See Appendix 1) and police.

Police services have advised us that organized crime is involved in the trafficking of diverted Safer Supply medications. In 2024, London police chief Thai Truong reported: *"Diverted safe supply is being resold into our community. It's being trafficked into other communities, and it is being used as currency in exchange for fentanyl, fuelling the drug trade. There's organized drug trafficking at the highest levels of organized crime. And there's drug trafficking at the street level. We're seeing all of it."*² (See Appendix 2)

Prescribing large quantities of take-home hydromorphone to patients with active addiction creates a substantial and foreseeable risk of diversion. When prescribed medications are sold rather than consumed by the intended patient, the medication effectively becomes a source of funds for the purchase of other illicit drugs - typically fentanyl, cocaine, and crystal methamphetamine.

Rather than helping patients move toward recovery, Safer Supply diversion provides funds to perpetuate addiction.

Hydromorphone, the medication most commonly associated with Safer Supply prescribing, is approximately five times as potent as morphine and approximately twice as potent as heroin. In Ontario, some physicians prescribe extremely large quantities, including as many as 40 tablets of 8 mg hydromorphone per day, to patients with active opioid addiction. Cancer patients typically need 3mg to 9mg daily.

Diverted hydromorphone is being obtained by opioid-naïve individuals, including youth³. Hydromorphone is a highly potent and addictive opioid. Its diversion into the community creates a significant risk of opioid exposure and dependence among people who are not the intended recipients of the medication.

Patients currently receiving methadone or buprenorphine, which is a safe, effective, and evidence-based treatment for Opioid Use Disorder, are commonly drawn away from addiction treatment by the availability of Safer Supply. They are tempted by essentially free, abusable pharmaceutical opioids prescribed without any restrictions.

Physicians report receiving pressure from patients or pharmacies to continue prescribing Safer Supply opioids that they know are causing harm.

In May 2026, the College recognized the need "to ensure that Safer Supply is prescribed in a safe and appropriate manner." Unfortunately, the amendment that was approved does not address the serious risks associated with diversion of highly potent opioids into Ontario communities. We therefore call on the College to take additional measures to fulfill its mandate to protect patients and the public.

In our view, the unintended consequences of Safer Supply prescribing have made it one of the most harmful public health interventions ever implemented in Ontario.

Recommended Additional CPSO Expectations

In order to protect patients and the public, we recommend that the CPSO add the following expectations related to Safer Supply prescribing:

1. Directly observed consumption

When prescribing opioids for Safer Supply purposes, all doses should be consumed daily under direct observation by a regulated health professional.

This would substantially reduce the opportunity for diversion while continuing to provide access to pharmaceutical opioids to patients for whom the prescribing physician believes they are clinically indicated.

2. Maximum dose

We recommend a maximum total daily dose equivalent to five hydromorphone 8 mg tablets - i.e. 40 mg hydromorphone (or approximately 200 mg morphine equivalents of any opioid) for Safer Supply prescribing.

A clear, reasonable maximum dose would reduce the quantity of highly potent opioids diverted to the community and provide an important safeguard against excessive prescribing.

College-mandated observed dosing and dose limits are necessary to reduce the diversion of safer supply medications and protect patients and the public from significant iatrogenic harm. We respectfully request that the College urgently review

current Safer Supply prescribing practices and implement the additional regulatory measures necessary to prevent the diversion of prescribed opioids and fulfill its mandate to protect patients and the public.

We would welcome the opportunity to meet with members of the College to discuss these recommendations and provide further information.

Thank you for your consideration and for your responsibility to protect the public interest.

Respectfully,



Dr. Robert Cooper, LLB, JD, CCFP (AM), FFCP, DFASAM, DABAM, CCSA



Dr. Mel Kahan, M.D., CCFP, FRCPC



Dr. Michael Lester, M.D.



Dr. Lori Regenstreif, MD, CCFP (AM), FCFP, MScCH(AMH)

On behalf of the Addiction Medicine Canada Board of Directors

This letter is supported by:

Dr. Clement Sun, M.D., CCBT

Dr. Jennifer Melamed, M.D., M.Sc., CCFP(AM), FCFP, CCSAM, DABAM, FASAM

Dr. Lisa Bromley, MD, CCFP(AM), FCFP

Dr. Sharon Koivu, MD MCFP PC AM

Copies to:

The Honourable Sylvia Jones,
Deputy Premier/Minister of Health
sylvia.jones@Ontario.ca

The Honourable Vijay Thanigasalam,
Associate Minister of Mental Health and Addictions
vijay.thanigasalam@pc.ola.org

Appendix 1

Email to the CPSO from Dr. Chris Cavacuiti, Chair, OMA Section on Addiction Medicine requesting all Safe Supply doses be observed by a Health Care Professional.

From: Chris Cavacuiti <chris.cavacuiti@truenorthmedical.com>

Date: May 31, 2026 at 6:54:16 AM EDT

To: Anil Chopra <ACHopra@cpsso.on.ca>

I am writing to clarify the position of the OMA Section on Addiction Medicine regarding recent discussions about safer supply programs.

It has come to our attention that our previous comments have been misconstrued as opposition to changes in current safer supply practices. We recognize significant changes need to be implemented in order to protect both patients and the public. In our email correspondence, it was our impression that we were being asked to comment on the two specific changes proposed by the CPSO and that we would be included in ongoing dialogue. It is our view that the CPSO proposals focused unfairly on delivery of healthcare through telehealth and failed to address the root causes of problems with safer supply as it is currently being provided in Ontario.

The OMA Section recognizes that diversion of safer supply medications has become a significant concern. Diversion can destabilize patients, undermine confidence in addiction treatment programs, and expose individuals who are not opioid-dependent to opioid medications. While the OMA Section on Addiction Medicine is not itself a clinical guideline-setting body, we note that Addiction Medicine Canada and other respected clinical organizations have identified witnessed dosing as the most effective strategy for reducing diversion while maintaining access to care for patients who require treatment.

This approach is consistent with recent policy changes in British Columbia, where witnessed consumption requirements were introduced in response to concerns regarding diversion and public safety, that closely mirror those currently being discussed in Ontario. The experience in British Columbia suggests that diversion can be reduced while preserving access to treatment for patients with opioid use disorder.

For these reasons, we are concerned that our previous comments may have been interpreted as opposition to stronger safeguards. To the contrary, we recognize diversion as a significant issue requiring meaningful action. **We are therefore unclear why the CPSO's proposed approach places substantial emphasis on mandatory in-person assessments and follow-up visits, while not addressing what many addiction medicine experts regard as the most effective intervention for reducing diversion: witnessed dosing.**

Addressing diversion must be a priority in order to protect both individual patients and public health while maintaining access to evidence-informed addiction care. We would

welcome further discussion regarding the evidentiary basis for the CPSO's approach and how it compares with the approaches recommended by addiction medicine experts and adopted in other jurisdictions.

Appendix 2.

Safe Supply diverted recent hydromorphone police seizures:

[Largest fentanyl seizure in OPP history made in southern Ontario](#) — Reports **46,000 hydromorphone tablets**, in addition to fentanyl, oxycodone, morphine and benzodiazepines.

[Police charge two in Dryden drug bust](#) — The associated report confirms **hydromorphone** was found along with methamphetamine, cocaine and oxycodone.

[Suspected drug distributor arrested, \\$380K in pills seized – NAPS](#) — Includes a specific **hydromorphone** trafficking charge.

[\\$1.5M in drugs, cash seized in Timmins, Attawapiskat](#) — Project Albion seizure included hydromorphone pills, and multiple accused faced **hydromorphone** trafficking charges.

[Traffic stop in North Perth leads to Waterloo search and drug charges](#) — **511 hydromorphone pills** were seized.

[Sudbury police seize \\$150K in drugs, \\$5K cash – CTV video](#) — The CTV description explicitly says the seizure included **hydromorphone**.

[7 charged in Sudbury drug-trafficking investigation – Global News](#) — The article explicitly reports **58 hydromorphone capsules** seized.

[North Bay Police Arrest Man for Drug Trafficking, Weapon Offences](#) — Police seized approximately **371 suspected hydromorphone pills**.

[Prescription Diversion – North Bay Police](#) — The related North Bay material specifically identifies **hydromorphone** as a diverted prescription opioid.

[Police Seize Drugs and Weapon Following Arrest of Impaired Motorcyclist](#) — Nine suspected **hydromorphone** pills were seized. [About half of opioids seized by London, Ont., police last year were prescribed Dilaudid – CBC](#)

Footnotes:

1. [About half of opioids seized by London, Ont., police last year were prescribed Dilaudids | CBC News](#)
2. [https://lfpress.com/news/local-news/safe-supply-drugs-being-diverted-sold-in-london-and-beyond-police](#)
3. [https://www.cbc.ca/news/canada/london/london-doctors-see-alarming-numbers-in-youth-opioid-use-mirroring-national-trend-9.6957493](#)



GREATER SUDBURY POLICE SERVICE BOARD REPORT

9.7 PUBLIC

Date: September 10, 2026

Prepared by: Sharon Baiden, Interim Board Staff

Recommended by: Gerry Lougheed, Jr., Police Service Board Chair

SUBJECT: Inspectorate of Policing – Memo No. 11 – Notice of Issue – Increase in Antisemitism and Hate Motivated Incidents

ACTION: For Approval

THAT the board acknowledges receipt of the Inspectorate of Policing Memo No. 11, Notice of Issue – Increase in Antisemitism and Hate Motivated Incidents; and

AND FURTHER THAT the Greater Sudbury Police Service Board requests that the Chief of Police review the Notice of Issue and provide a report outlining the Service response to the recommendation for implementation of the actions identified in the Notice of Issues which include opportunities for continued improvement in addressing hate-motivated incidents within Greater Sudbury.

BACKGROUND:

In Communication dated July 14, 2026 from Ryan Teschner, Inspector General of Policing of Ontario, Boards are advised that the Inspector General has established the Notice of Issue as a mechanism to identify and call attention to issues relating to the delivery of policing and police governance that if left unaddressed could negatively impact community safety and public confidence in policing.

For the first time, the Inspector General is using this mechanism to highlight a sustained increase in hate-motivated incidents across Ontario. This is provided by way of Notice of Issue Memo No. 11 - Increase in Antisemitism and Hate Motivated Incidents which is attached in its entirety for the Board's information and review (10.3a & b).

SUBJECT: Inspectorate of Policing – Memo No. 11 – Notice of Issue – Increase in Antisemitism and Hate Motivated Incidents

CURRENT SITUATION:

Police Services and Police Boards are asked to review the Notice of Issue and take its findings and identified actions into account in their operational decisions. The Inspector General will continue to monitor the matter and collect data and information to evaluate how the actions have been implemented. These actions will ensure the IoPs findings and identified actions that resulted from steps taken by the Inspector General as part of his statutory monitoring and advisor role are taken not account in regards to operational and governance decisions.



**Inspectorate
of Policing**

**Service d'inspection
des services policiers**

**Office of the Inspector
General of Policing**

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

**Bureau de l'inspecteur général
des services policiers**

777, rue Bay
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: July 14, 2026

SUBJECT: Inspector General Memo #11: Notice of Issue – Increase in Antisemitism
and Hate-Motivated Incidents

Under the *Community Safety and Policing Act, 2019* (CSPA), the Inspector General of Policing has a duty to monitor and advise on the delivery of adequate and effective policing in Ontario, including taking steps, where necessary, to support compliance with the CSPA and its regulations.

As part of this role, I have established the **Notice of Issue** as a mechanism to identify and call attention to issues relating to the delivery of policing and police governance that, if left unaddressed, could negatively impact community safety and public confidence in policing. It is intended to support early awareness and action by police services and police service boards and to promote alignment with the requirements of the CSPA and its regulations.

I am using this mechanism for the first time to highlight a sustained increase in hate-motivated incidents across Ontario, including a significant and disproportionate rise in incidents motivated by antisemitism. Crime data and sector information indicate a marked increase in hate-motivated incidents in recent years, with Jewish communities remaining the most frequently targeted group nationally. In Ontario, these incidents have escalated in some cases to include more serious criminal activity. Additionally, the Inspectorate of Policing (IoP) has received complaints of antisemitic hate-motivated incidents occurring in the context of public protests.

I want to acknowledge the considerable work already undertaken by police services and boards across Ontario to respond to the rise in antisemitic hate-motivated incidents. This work has been carried out under challenging and often evolving circumstances, including the impacts of broader geopolitical events that have heightened tensions within communities. It has required the sustained commitment of resources and personnel, often under significant operational pressure. I also want to recognize the ongoing engagement with Jewish communities. These efforts are essential to strengthening responses, supporting those most affected, and maintaining public trust and confidence in policing.

Engagement with the Sector

Given the significance of this issue, I have taken a number of steps as part of my statutory monitoring and advisory role, including requiring several police services and boards to provide data to support an analysis of current responses to antisemitic hate-motivated incidents. This work has been supplemented by a review, conducted by the Inspectorate of Policing's Centre for Data Intelligence and Innovation, of external data sources and relevant research to identify key trends, challenges, and leading practices.

Building on this foundation, on June 15, I convened a meeting with chiefs of police and police service board chairs from 14 police services serving communities with significant Jewish populations. The meeting also included the Commissioner of the Ontario Provincial Police, representatives from the Ontario Association of Chiefs of Police and Police Governance Ontario, and Jewish and community organizations.

The discussion focused on how police services and boards are, and have been, responding to the rise in antisemitic hate-motivated incidents that are targeting Jewish communities, informed by data and insights gathered through the IoP's ongoing monitoring work. This included consideration of the appropriate use of available legal authorities—such as *Criminal Code* provisions, provincial offences, and municipal by-laws—to address conduct that threatens persons, property, and public order.

Participants also shared approaches to crime prevention, public order policing, and intelligence and information sharing, as well as strategies to support victims and strengthen engagement with impacted communities. The meeting provided an opportunity to identify actions and practices that are proving effective, and also identify those that can enhance the policing response to hate-motivated incidents, taking into account local needs and circumstances.

This engagement, together with ongoing monitoring and analysis, will continue to inform the IoP's work in this area.

Expectations of Police Services and Boards and Next Steps

I recognize that police services and boards have taken meaningful steps to respond to the sustained rise in antisemitic hate-motivated incidents, including reallocating resources and implementing new measures. This work is important and should continue. At the same time, the current environment requires sustained attention to ensure that policing remains adequate and effective, consistent across the sector, and responsive to the needs of affected communities.

Police services and police service boards are expected to **review the Notice of Issue and take its findings and identified actions into account in their operational and governance decisions**. The Inspectorate of Policing will continue to monitor this matter and will look to collect data and information in the future to evaluate how the actions in the Notice of Issue have been implemented.

In terms of next steps, I am grateful to the Ontario Association of Chiefs of Police and Police Governance Ontario for agreeing to play a role in supporting police services and boards in make the ongoing implementation of these actions a priority, including coordinating a consistent approach to implementation, while recognizing the need for local variation where appropriate.

If you have any questions or require further information, please contact your IoP Police Service Advisor.

I appreciate the work already underway and your continued engagement.

Sincerely,



Ryan Teschner
Inspector General of Policing of Ontario

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

Encl: Notice of Issue



Notice of Issue: The Increase in Antisemitism and Hate-Motivated Incidents

A. The Inspector General of Policing of Ontario – Duty to Monitor and Advise

Under Ontario's *Community Safety and Policing Act, 2019* (CSPA), the Inspector General of Policing has a duty to monitor and advise on the delivery of adequate and effective policing in Ontario.

This is my first Notice of Issue. As part of my monitoring and advisory duty, I have created this mechanism to identify and call attention to issues relating to the delivery of policing and police governance that, if left unaddressed, could negatively impact community safety and public confidence in police. The overall goal of this notice (and the actions taken pursuant to it) is to ensure compliance with the CSPA and its regulations.

B. The Increase in Antisemitism and Hate-Motivated Incidents¹

Crime statistics gathered reveal an overall increase in hate-motivated incidents in Ontario from 2020 to 2024. These statistics demonstrate a particularly staggering increase in incidents against the Jewish community, motivated by antisemitism. Since 2023, Jewish communities have been the most targeted group for hate crimes in Canada while representing less than 1% of Canada's population.

Ontario has seen increasing intimidation, violence and vandalism that is targeted at members of the Jewish community. In recent months, hate-motivated incidents have escalated to include firearms being discharged at synagogues, schools and businesses. Additionally, the Inspectorate of Policing has received complaints of hate-motivated incidents occurring in the context of protests.

Since October 7, 2023, police services and boards have already implemented new approaches and reallocated significant resources in response to antisemitic hate-motivated incidents. I acknowledge the significant work that police services and boards have already done in response to this issue and thank them for their continued commitment. This Notice of Issue is aimed at continuing to evolve the approaches taken by police services and boards across Ontario's policing sector and enhance consistency.

¹ A "hate-motivated incident" includes both hate-motivated crimes and incidents that do not rise to the level of a criminal offence but are otherwise hateful, such as the use of racial slurs.

It is important to recognize both the recent rise of hate-motivated incidents against various communities/groups and the disproportionate rise of hate-motivated incidents against the Jewish community. Within this context, this Notice of Issue is aimed at addressing the increase in antisemitism and contains actions that police services and boards are strongly encouraged to take to ensure policing is adequate and effective having regard to the needs of the Jewish community.

While focused on antisemitism, police services and boards should also consider how the actions outlined below can inform their response to address hate-motivated incidents against other communities/groups in a manner that meets their needs.

C. The Inspector General's Actions and Engagement on this Issue

Given the significance of these issues, I have taken the following actions as part of my duty to monitor and advise police services and boards:

1. I have required several Ontario police services and boards to provide the Inspectorate of Policing with data to facilitate an analysis of the present policing response to the rise in antisemitic hate-motivated incidents and help identify areas of challenge and appropriate responses for the delivery of adequate and effective policing, and strong police governance. I have also reviewed data from other sources (e.g. Statistics Canada, Office for Democratic Institutions and Human Rights), alongside a comprehensive literature review of academic research and industry reports. Integrating the findings between the analysis and literature review allowed me to identify trends, leading practices, and shared challenges in addressing hate-motivated incidents by services and boards.
2. With that foundation, I hosted a meeting with a group of police chiefs, police service boards and the Commissioner of the Ontario Provincial Police, along with Jewish and community organizations. The meeting focused on how Ontario police services and boards are addressing the rise in hate-motivated incidents, particularly incidents targeting Jewish communities. This includes appropriately using the range of measures to respond to antisemitism and hate-motivated incidents, such as *Criminal Code*, provincial and by-law offences which protect persons, property, and public order.
3. At the meeting, we also discussed specific actions that can continue fortifying the approach to the policing of antisemitic hate-motivated incidents. Some police services and boards profiled how some of these actions had already been implemented locally, shared experiences in terms of impact and identified areas for continued advancement.

The following are actions that police services and boards should continue implementing or consider implementing. The Ontario Association of Chiefs of Police (OACP) and Police Governance Ontario (PGO) have agreed to play a role in supporting the ongoing implementation of these actions. I strongly encourage the Ontario policing sector, supported by the OACP and PGO, to enhance the consistent application of these specific actions across the sector, with local variation where appropriate or necessary. The seven (7) actions include, but are not limited to:

- **Standardized classification and capturing consistent information for hate-motivated offences:** Police services consistently and properly documenting hate-motivated incidents in their records management systems to support evidence-based policing by enhancing accuracy in capturing who/what these incidents target and creating a more accurate picture of the scope/magnitude of the issue. Police services should also maximize information sharing across services to better identify and communicate trends, including by continuing to participate in the Hate Crime and Extremism Investigative Team.²
- **Centralization of functions and multidisciplinary approach:** Police services centralizing functions relevant to the identification, investigation and victim support concerning antisemitic hate-motivated incidents, including the functions of investigations units, crime analysis units and victim support units or organizations. This can be accomplished through multidisciplinary teams or dedicated entities, such as a hate crime unit.
- **Application of release conditions focused on preventing re-offending and recognizing community harm:** Police officers properly and consistently considering the impact of hate-motivated offences on Jewish communities when exercising their discretion to impose release conditions on individuals charged with hate-motivated or other offences. This can be supported through training and supporting materials concerning the possible conditions that can be imposed in these circumstances and supervision to ensure consistent application.
- **Enhanced supervision:** Police services ensuring there is enhanced supervision for responding to hate-motivated incidents. This can include notifying a dedicated senior officer of all reported hate-motivated incidents, particularly where the police service does not have a dedicated hate crime unit. Supervision should focus on individual investigations but also consider the broader ability of the service to respond to hate-motivated incidents in a manner that meets the needs of the community.

² The Hate Crime and Extremism Investigative Team is a network of police services that co-ordinates intelligence gathering for police and provides specialized support for investigations into hate-motivated offences.

- **Training:** Police service boards and services receiving training on how contemporary antisemitism is manifested, informed in part by the International Holocaust Remembrance Alliance's working definition of antisemitism, adopted both provincially and federally, and by the federal government's Canadian Handbook on IHRA, to provide guidance in identifying and appropriately addressing conduct motivated by antisemitic bias, prejudice or hate. Police officers should also receive consistent and appropriate training on the full panoply of legal and related tools to address incidents motivated by bias, prejudice or hate, using real case scenarios.
- **Assistance to victims and communities and community impact statements:** Police services creating dedicated capacity for providing support to victims and communities impacted by antisemitic hate-motivated incidents, including through partnership with victim service support organizations and continuing to reduce barriers for victims to encourage reporting. Police services also exploring how to effectively and consistently facilitate community impact statements for sentencing by partnering with organizations representing impacted Jewish communities.
- **Board prioritization and reporting:** Police service boards updating their strategic plans and policies to require the police service to prioritize implementing the above actions in addressing hate-motivated incidents, including incidents motivated by antisemitism, and requiring the chief of police to report to the board on implementation to inform further policy development and to monitor how operations align with board priorities.

D. Applying this approach for other hate-motivated incidents based on local and community needs and data

While this Notice of Issue is focused on the policing response to antisemitic hate-motivated incidents based on current national and provincial data, police services and boards are required to be responsive to the needs of all members of the community who are the target of hate-motivated incidents on the basis of race, religion, ethnic origin, sex, sexual orientation, gender identity, gender expression or any other protected human rights grounds. Hate is not uniformly experienced amongst groups and different groups may have different needs. In addition to considering the actions outlined above, police services and boards should consider all available data to identify other groups who are victimized by hate-motivated incidents in their area of policing responsibility, engage with community organizations representing those groups and tailor their policing response to hate-motivated incidents based on the needs of their local community.

E. Ongoing monitoring to evaluate impact of the identified actions

My office will continue monitoring and engaging the sector on the policing response to antisemitic hate-motivated incidents, including future collection and analysis of data.

The Inspectorate of Policing will provide the public with updates, when available, about actions related to this Notice of Issue.



Ryan Teschner
Inspector General of Policing

Date: July 14, 2026

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Peel Regional Police. "[Crime Statistics and Maps](#)."

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Guelph Police Service. "[Guelph Police Service 2024 Annual Report](#)."

Niagara Regional Police Service. "[Regional Municipality of Niagara Police Service Board Public Agenda: Thursday, February 25, 2025, 9:30 am](#)."

Ontario Provincial Police. "[Work: Hate Crime](#)."



GREATER SUDBURY POLICE SERVICE BOARD REPORT

9.8 PUBLIC

Date: September 11, 2026

Prepared & Recommended by: Sara Cunningham, Chief of Police

SUBJECT: Property Report

ACTION: For Information and Discussion

BACKGROUND:

Property that comes into the possession of police services typically includes found, abandoned, or seized items and is handled according to *Community Safety and Policing Act, 2019*. As such, the Board has a legislated responsibility to ensure that property in the possession of the Service that is unclaimed is disposed of in accordance with the provisions of the CSPA.

For unclaimed property, pursuant to Section 258(2) of the *Act*, property may be sold by the Chief of Police by public auction if it cannot be determined who owns it and the Board may use the proceeds for any purpose it considers in the public interest.

- 3.2 Pursuant to Section 258(3) of the *Act*, perishable property may be sold at any time without notice.
- 3.3 Pursuant to Section 258(4) 3. of the *Act*, non-perishable property may be sold when it has been in the possession of the Service for at least one month in the case of a motor vehicle as defined in the *Highway Traffic Act* or a bicycle. In the case of all other property, it may be sold when it has been in the possession of the Service for at least three months.
- 3.4 Non-perishable property shall be sold by public auction. Monies from the auction shall be deposited in an account designated by the Board.
- 3.5 Pursuant to Section 258(4) 3. of the *Act*, at least ten (10) days' notice of the time and place of a public auction shall be published on the Internet, in accordance with the regulations made by the Minister, if any.

SUBJECT: Property Report

- 3.6 Notice of the time and place of a public auction shall also be publicized on the Service's Website and through other websites and social media sanctioned by the Service.

By way of historical background, in the early 1990's and on an annual basis, Nor Ontario Auctions were retained to provide auction services for Greater Sudbury Police Service. This included the services of all auction staff, auctioneers, equipment required to conduct the auction, collection of all monies, and detailed accounting of all transactions. The fee for such services was 19%.

Historically, the police service has been responsible for providing suitable premises to hold an on-site auction. This included costs associated with preparing the ground such as the rental of a tent and fencing, security on auction day, advertising and costs to promote the auction, and a detailed listing of all goods for auction. Greater Sudbury Police Staff resources were also required to prepare for and be in attendance on the day of the event that attracted over 1,000 individuals.

The site location to hold the auction eventually moved to the Lionel E. Lalonde Centre in 2008-2009 where the audience declined to generally less than 300 attendees. This was attributed to the increased utilization of items being available online buying through E-bay and other companies that provide online auction services.

During the years 2010 to 2014, Nor Ontario Auctions also developed an online auction service which included the required software, unlimited technical support for site management, complete management of the auction process, monitoring of bids, collection of bidder information, processing of all sales from final bid results, collection and distribution of money, and a complete detailed accounting of all transactions. Their commission fee increased to 20%. Police personnel were required to upload items onto the website; this was done utilizing data entry for all photos taken and property descriptors. In January 2015, the Board received notice that Nor Ontario Auctions would be discontinuing their auction services with Greater Sudbury Police Service indicating that business costs out way the returns.

Given the public preference for on-line purchasing of auction items and the considerable savings realized through staff time spent on auctions, it was decided to continue with on-line auction services as the means of disposing of found property.

The efficiencies of on-line auction services were reported by staff as follows:

- Property Staff gains approximately 30 minutes per item during auction and additional time required for bid issues or handling of return items.
- Strenuous physical requirements (lifting bicycles/items for viewing during live auctions) no longer an issue.
- Viewing items in person is still possible as successful bidders still attend on site to inspect their purchased items, possibly refuse sale, and request refund.

SUBJECT: Property Report

- Decreased inquiries and complaints about the auction as items were available all the time for viewing as opposed to limited windows of time.
- The District 2 facility which houses the Property Division in Azilda was deemed not suitable to hold a live auction as this site is shared with EMS and Fire where obstruction of roadways with vehicles and people is a safety issue.
- Storage of bicycles for extended periods of time in the Property Compound and other items in vaults of the Property Department would no longer be an issue as they are continually available for sale online as opposed to holding property pending an annual auction date.
- PAC obtains appraisals as required. Will refurbish some items and test for working status. Expert display of items on their website. Auction is ongoing.
- No cost to the Service when PAC attends to retrieve items;
- No requirement by Property Evidence Control staff members to photograph items for auction or enter any related data for the items being sent (i.e. serial numbers, make, models, etc.);
- PAC is accessible to all jurisdictions offering higher potential buyer reach and final Auction results;
- Property Evidence Control staff members are not required to reply to any inquiries and/or complaints regarding Auction items;
- Auction is available year-round, reducing storage stressors on Property Evidence Control
- Property Evidence Control staff members are not responsible for any monetary funds exchanged for Auction items – PAC handles all transactions and remits a cheque to the Police Services Board

In consultation with many police services in Ontario, it was determined that Police Auctions Canada (PAC) was being used extensively. The Service opted to opt for a six-month trial period which proved to be highly successful. This led to entering into a formal agreement for these services which has been in effect since that time. While there is a cost recovery on net sales of close to 50% on the sale of bikes, the savings in both staff time spent and salary savings alone has proven to be worth the expense.

Monies generated through on-line auctions are deposited to the Board Trust Fund for use and disposition as the Board deems appropriate. In recent years, for a variety of reasons, auction revenues have declined in part due to successful police investigations locating the rightful owner which reduces the amount of property available for sale. There used to be a large number of bikes recovered through theft or abandonment; however those numbers have dropped substantially over the years as well.

The following serves as a summary of the trends in found bikes that are sent to auction.

Year	Number of Bikes	Sent to Audtion
2024	69	1
2025	61	3
2026	40	3 (ready to be sent)

SUBJECT: Property Report

Bike totals for auction have been reflected as total sent to Auction compared to the specific year as for many Officer input is required. There are many rightful owner claims and required mandatory CSPA standard timeframe to lapse prior to submission for sale at Auction.

CURRENT SITUATION:

Recently, the Board has raised the concerns around declining revenue yielded through auction proceeds which has resulted in a significant decline in the Trust Fund balance over the years. The following report has been developed to provide a summary of GSPS current practices for Auction, including bikes and non-bike items, handled by Property Evidence Control:

Current Auction 2026 and Background:

The next PAC auction is scheduled for September 14, 2026. PAC will attend Property Evidence Control at D2 and collect all items identified by Property Evidence Control staff members as available for Auction. An informal Auction list is prepared by Property Evidence Control staff members and sent to PAC prior to attendance and a finalized list is prepared and sent prior to collection. PAC will review all items, provide any necessary repairs, or list the item "as-is" on their website for everyone to view and place bids.

With reference to bikes for this auction specifically, of the 15 bikes seized currently for 2026, only 3 will be ready for Auction on September 14th, 2026. As noted however, the cumulative for 2026 will be approximately 40 bikes, however the others are still in the investigative process to find the rightful owner or the mandatory waiting period has not yet lapsed.

Once the auction has been held, the PAC provides reports and cheques for sold items once sales. Accounts are reconciled by PAC who remit the funds to the Police Service Board which is summarized as follows for the years 2015 to 2016.

	▼	Sum of Total Sales	Sum of GSPS Revenue
2015	\$	8,454.63	\$ 4,227.32
2016	\$	11,395.97	\$ 5,698.01
2017	\$	7,684.73	\$ 3,842.39
2018	\$	5,730.10	\$ 2,865.08
2019	\$	13,231.59	\$ 6,566.31
2020	\$	11,311.79	\$ 5,655.90
2021	\$	14,483.21	\$ 7,241.61
2022	\$	12,802.11	\$ 6,400.56
2023	\$	6,962.73	\$ 3,481.37
2024	\$	5,888.14	\$ 2,944.08
2025	\$	3,829.26	\$ 1,914.63
Grand Total	\$	101,774.26	\$ 50,837.25

SUBJECT: Property Report

Summary:

While revenues generated through auctions has declined in recent years, the volume of revenue overall has also dropped significantly. The primary options for disposing of police property within the legislative allowances are through in-person auctions or on-line auctions. In keeping with modernization of business practices, most polices have opted for the on-line option as that is the more favourable and accessible public preference.

The following summarizes the current findings on the use of Online Auction (Police Auctions Canada) vs. GSPS Public Auction:

Advantages of Using Police Auctions Canada (PAC)

- **No direct logistics costs** to GSPS for item pickup; PAC retrieves auction items using its own staff and equipment.
- **Bike repairs and preparation** are completed by PAC at its expense, potentially increasing sale value while maintaining the agreed 50/50 revenue split.
- **Administrative burden is reduced**, as PAC photographs, records serial numbers, lists items, handles bidding, and manages purchaser inquiries.
- **Wider buyer market** through an online platform, increasing exposure and potential sale prices.
- **Direct payment** made to the Sudbury Police Service Board.
- **More frequent auctions** allow property to be cleared throughout the year, reducing storage pressures within Property Evidence Control.
- **Customer complaints and disputes** are managed by PAC, limiting GSPS involvement and liability.

Disadvantages of Returning to a GSPS-Run Public Auction

- **Significant staff time and overtime costs** associated with photographing, cataloguing, documenting, and managing auction items.
- **Weekend staffing requirements** increase salary and overtime expenditures.
- **Limited auction frequency** results in accumulation of property and increased storage constraints within Property Evidence Control.
- **No refurbishment of bicycles**, reducing resale value and auction proceeds.
- **Cash handling and financial administration** would become the responsibility of GSPS members, increasing risk and accountability.
- **Smaller customer base**, limited primarily to the local community.
- **Shipping and transportation arrangements** would need to be coordinated by GSPS.
- **Abandoned purchases** create additional disposal and administrative costs.

SUBJECT: Property Report

- **Increased public complaints and disputes** regarding item condition and sale outcomes.
- **Higher liability and security risks**, including greater public awareness of property storage areas and evidence holdings.

Key Reasons Public Auctions Were Discontinued

1. **Higher operational and staffing costs** to GSPS.
2. **Health and safety concerns** related to storage capacity and auction operations.
3. **Increased organizational liability and risk**, including dispute resolution, financial handling, and security concerns.
4. **Greater efficiency and value** achieved through the PAC online auction model.

Staff are open to suggestions and other ideas for enhancing revenues to the Board Trust Fund.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

10.1 PUBLIC

Date: September 3, 2026

Prepared by: Holly Bilodeau, Manager of Human Resources

Recommended by: Sara Cunningham, Chief of Police

SUBJECT: 2026 Diversity Advisory Committee Bursary Recipients

ACTION: For Approval

THAT the Greater Sudbury Police Service Board approves the Diversity Advisory Committee Bursaries for the 2026 year with funds to be drawn from the Donations Reserve Fund as follows:

Alexia Hall \$1,000
Oluwanifemi Phillips \$1,000
Kesha Mutunzi \$1,000
David Akero \$1,000

BACKGROUND:

The Donation Reserve Fund provides funds to organizations that provide a benefit for youth of the City of Greater Sudbury and the community. Within the Donation Reserve Fund, the Board has designed funds for a Diversity Advisory Committee (DAC) Bursary.

The DAC Bursary recognizes outstanding grade 12 students who have demonstrated a commitment of diversity, inclusive practices, and cultural acceptance in their school and/or community. The bursary may be used for expenses associated with post-secondary education, trade school, or employment.

In May of 2024, the Board passed a motion to increase the bursary amount to \$1000 per recipient.

SUBJECT: 2026 DAC Bursary Recipients

CURRENT SITUATION:

This year, the Greater Sudbury Police Service received ten (10) applications for the Diversity Advisory Committee (DAC) Bursary.

Eligibility Criteria

Applicants must:

- Be a current resident of the City of Greater Sudbury.
- Be completing their Ontario Secondary School Diploma by June 2026.
- Demonstrate how they have served as a champion of change through their commitment to diversity, inclusive practices, and cultural acceptance in their school and/or community.
- Consent to the release of their secondary school transcripts in support of their application.
- Consent to the publication of their name and photograph by the Greater Sudbury Police Service if selected.
- Submit a minimum of one (1) and a maximum of five (5) letters of reference from a teacher, guidance counsellor, principal, volunteer supervisor, employer, and/or community leader.
 - Group applications must include a minimum of two (2) and a maximum of three (3) letters of reference.

Submission Requirements

Applicants must describe how they have acted as a champion of change and promoted awareness of diversity, inclusion, and cultural acceptance within their school and/or community. Submissions should also demonstrate involvement in school and community activities, highlighting positive contributions and perseverance in improving their communities.

Submissions may be presented in one of the following formats:

- Essay (750 to 1,000 words)
- Video (e.g., YouTube, Vimeo, Instagram)
- Poetry
- Song
- Visual Arts

SUBJECT: 2026 DAC Bursary Recipients

Selection Process

All submissions are reviewed and scored using a standardized evaluation rubric by the Service's EDI Strategist and three (3) members of the Diversity Advisory Committee. Applications are assessed based on:

- Impact and contribution to the community and/or school
- Personal reflection and lived experience
- Understanding and application of Equity, Diversity, and Inclusion (EDI) principles

2026 Recipients

Following a comprehensive review of all submissions, the Committee selected the following recipients of the Diversity Advisory Committee (DAC) Bursary:

- Alexia Hall (Sudbury Catholic School Board – Marymount Academy)
- Oluwanifemi Phillips (Sudbury Catholic School Board – St. Benedict Catholic Secondary School)
- Kesha Mutunzi (Sudbury Catholic School Board – Marymount Academy)
- David Akero (Sudbury Catholic School Board – St. Benedict Catholic Secondary School)

On Wednesday July 15th, 2026, the Chief of Police and our Chair of the Diversity Advisory Committee, Gurpreet Singh Broca, were pleased to present cheques to each recipient on behalf of the GSPS.





GREATER SUDBURY POLICE SERVICE BOARD REPORT

10.2 PUBLIC

Date: September 3, 2026

Prepared By: Melissa Lariviere, Acting Manager of Finance

Recommended By: Sara Cunningham, Chief of Police

SUBJECT: Delegation of Signing Authority – January to June 2026

ACTION: For Information

THAT the Greater Sudbury Police Service Board receives the Delegation of Signing Authority for the period January to June 2026.

BACKGROUND:

Section 49 of the *Community Safety and Policing Act (CSPA)* provides for a Police Service Board to contract, sue, and be sued in its own name. As a police service is not a legal entity, it may not enter into contracts in its own name or on behalf of the Board without its authorization.

The Board recognizes the need to ensure accountability in carrying out its statutory and administrative responsibilities. The Board also appreciates the need to advance its work and that of the Greater Sudbury Police Service in an efficient and timely manner.

The Board Chair is the designated signing authority for contracts, agreements, travel claims, vacation approvals for the Chief of Police, legal services, and reserve fund draws.

The Board recognizes the need to delegate signing authority to the Chief of Police or designate to ensure accountability in carrying out the operational responsibilities of the Board for matters necessary for the management of day-to-day operations.

Where delegations of authority have been granted by the Board to the Chief of Police or designate, the delegation includes the authority to execute any related documents in the

SUBJECT: Delegation of Signing Authority – January to June 2026

name of the Board unless the terms of the delegation require the signature of the Board. Policy GSPSB Policy – 030 establishes clear direction on the delegation of signing authority for the Chief of Police.

CURRENT SITUATION:

Pursuant to the authority delegated to the Chief or Designated Official by the Board, the Chief of Police shall provide a report to the Board regarding all procurement contracts and agreements approved and executed by the Chief or Designated Official of an operational nature valued at less than \$50,000.

Items that have been procured under this authority for the period of January 1, 2026, to June 30, 2026, are as follows:

Vendor	Purpose	VALUE
Lobo Security Consulting	GSPS Door Control System	\$11,520.50
10-8 Investigation Solutions	Workplace Investigation	\$5,500-\$15,450
Dominika Pakula , M.A., C.Psych	Critical Incident Stress Debriefing	\$1,000.00

SUMMARY:

Delegated signing authority continues to support the efficient administration of operational requirements while maintaining accountability and oversight in accordance with GSPSB Policy - 030. All procurement contracts and agreements approved during the reporting period were executed within the authority delegated by the Board.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

10.3 PUBLIC

Date: September 2, 2026,

Prepared By: Melissa Lariviere, Acting Manager of Finance
Marc Brunette, Acting Deputy Chief

Recommended By: Sara Cunningham, Chief of Police

SUBJECT: Financial Report January 1, 2026, to June 30, 2026, and
June 2026 Year-End Projections

ACTION: For Information

THAT the Greater Sudbury Police Service Board receives the Financial Report January 1, 2026, to June 30, 2026, and June 2026 Year-End Projections.

BACKGROUND:

The Board approved the 2026 Operating Budget of \$92,015,162 through Resolution No.2025-110 at its meeting on November 7, 2025. The budget was subsequently approved by the City of Greater Sudbury on December 3, 2025.

CURRENT SITUATION:

The first six months of the fiscal year have now concluded. Results from January 1, 2026, to June 30, 2026, are recorded.

There are budget variances in certain areas - in some cases the budget is overstated and in others the budget is understated. The variances are primarily attributable to staffing costs, overtime requirements, grant funding, user fee revenues, fleet and facilities expenditures, technology-related costs, and timing differences associated with various operating expenditures. Additional grant funding and user fee revenues have helped offset some of the operating pressures experienced during the first six months of the year.

**SUBJECT: Financial Report January 1, 2026, to June 30, 2026, and June 2026
Year-End Projections**

Category	Annual Budget	YTD Actual	Variance
Provincial Grants & Subsidies	\$ (4,630,460.16)	\$ (1,672,969.10)	\$ (2,957,491.06)
User Fees	\$ (865,589.16)	\$ (669,357.43)	\$ (196,231.73)
Contr from Reserve and Capital	\$ (1,348,912.27)	\$ (494,829.76)	\$ (854,082.51)
Other Revenues	\$ (20,202.00)	\$ (73,934.30)	\$ 53,732.30
Salaries & Benefits	\$ 83,294,705.34	\$ 38,557,108.05	\$ 44,737,597.29
Materials Operating Expenses	\$ 6,825,314.62	\$ 4,900,061.08	\$ 1,925,253.54
Prof Development & Training	\$ 691,364.30	\$ 326,281.32	\$ 365,082.98
Energy Costs	\$ 541,741.59	\$ 301,907.07	\$ 239,834.52
Purchased/Contract Services	\$ 2,031,230.72	\$ 1,218,886.69	\$ 812,344.03
Rent and Financial Expenses	\$ 239,309.26	\$ 272,714.58	\$ (33,405.32)
Grants - Transfer Payments		\$ 6,550.00	\$ (6,550.00)
Contr to Reserve and Capital	\$ 3,798,837.61	\$ 2,749,168.50	\$ 1,049,669.11
Internal Recoveries	\$ 1,457,821.83	\$ 733,024.01	\$ 724,797.82
Grand Total	\$ 92,015,161.69	\$ 46,154,610.71	\$ 45,860,550.98

Year-to-date, net operating expenditures total \$46.2 million, representing 50.2% of the annual operating budget. Staff continue to closely monitor expenditures and revenues while ensuring operational requirements continue to be met.

Some areas currently tracking below budget include:

- Full-time salaries and certain benefit accounts
- Provincial Grants and Subsidies
- User Fee revenues
- Other revenue sources and recoveries

Some areas currently tracking above budget include:

- Part-time salaries
- Overtime
- Materials operating expenses
- Rent and financial expenses

The June year-end forecast has been completed and the table below outlines the anticipated position for December 2026:

**SUBJECT: Financial Report January 1, 2026, to June 30, 2026, and June 2026
Year-End Projections**

Category	Annual Budget	June YEP	Projected Variance
Provincial Grants & Subsidies	\$ (4,630,460.16)	\$ (5,408,561.56)	\$ 778,101.40
User Fees	\$ (865,589.16)	\$ (1,310,329.36)	\$ 444,740.20
Contr from Reserve and Capital	\$ (1,348,912.27)	\$ (1,315,679.79)	\$ (33,232.48)
Other Revenues	\$ (20,202.00)	\$ (55,535.97)	\$ 35,333.97
Salaries & Benefits	\$ 83,294,705.34	\$ 82,084,852.33	\$ 1,209,853.01
Materials Operating Expenses	\$ 6,825,314.62	\$ 8,430,466.75	\$ (1,605,152.12)
Prof Development & Training	\$ 691,364.30	\$ 707,813.54	\$ (16,449.24)
Energy Costs	\$ 541,741.59	\$ 603,814.14	\$ (62,072.55)
Purchased/Contract Services	\$ 2,031,230.72	\$ 2,293,394.97	\$ (262,164.25)
Rent and Financial Expenses	\$ 239,309.26	\$ 545,429.16	\$ (306,119.90)
Grants - Transfer Payments		\$ -	\$ -
Contr to Reserve and Capital	\$ 3,798,837.61	\$ 3,798,837.62	\$ (0.01)
Internal Recoveries	\$ 1,457,821.83	\$ 1,483,146.05	\$ (25,324.22)
Grand Total	\$ 92,015,161.69	\$ 91,857,647.88	\$ 157,513.82

Based on financial activity to June 30, 2026, the Service is projecting a year-end operating position of approximately \$91.9 million compared to the approved budget of \$92.0 million, resulting in a projected favourable variance of approximately \$157,514.

The forecast reflects ongoing pressures in staffing, overtime, fleet and facilities maintenance, technology-related expenditures, contracted services, and other operating costs. The forecast also incorporates planned facilities maintenance work, including fifth-floor renovations.

These pressures are expected to be substantially offset through additional provincial grant funding, higher than anticipated user fee revenues, salary savings resulting from vacancies, and savings realized within various benefit accounts. Police Clearance Letter revenues continue to exceed budget expectations and remain the most significant contributor to increased user fee revenues.

Overall, community safety remains a priority for the Service while efforts continue to ensure responsible financial management of public resources.

SUMMARY:

The first six months of the 2026 fiscal year have concluded, with net operating expenditures of approximately \$46.2 million recorded as of June 30, 2026, representing 50.2% of the approved annual operating budget. Financial activity to-date reflects a combination of operational pressures and favourable revenue trends across several budget categories.

Based on financial results through June 30, 2026, the Service is projecting a year-end operating position of approximately \$91.9 million, resulting in a projected favourable variance of approximately \$157,514 from the approved budget. While pressures are

**SUBJECT: Financial Report January 1, 2026, to June 30, 2026, and June 2026
Year-End Projections**

anticipated in areas such as staffing, overtime, facilities, technology, and contracted services, these pressures are expected to be substantially offset through additional grant funding, increased user fee revenues, and salary and benefit savings.

Staff will continue to monitor expenditures and revenues throughout the remainder of the fiscal year and provide updated forecasts as additional information becomes available. Overall, the Service remains committed to maintaining responsible financial stewardship while continuing to support operational priorities and community safety.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

10.4 PUBLIC

Date: September 10, 2026

Prepared by: Sharon Baiden, Interim Board Staff

Recommended by: Sara Cunningham, Chief of Police

SUBJECT: Board Trust Reserve Fund Requests

ACTION: For Approval

THAT the Board approve the following donation with funds drawn from the Police Services Board Reserve Trust Fund:

*\$1,000 in support of Run to Remember
\$2,500 in support of Ride to Remember*

BACKGROUND:

The City of Greater Sudbury Bylaw #2020-125 establishes and continues Reserves, Reserve Funds, and Trust Funds for the City of Greater Sudbury.

One such reserve fund is the Police Services Board Trust Reserve Fund which is funded from the Greater Sudbury Police Services (GSPS) Board on-line auctions. In addition, monies are recovered through interest earned and monies recovered as a result of seized property. This Reserve Trust Fund is to be used for charitable or other events the Board deems suitable including any purpose that GSPS considers in public interest in accordance with Sections 258 and 259 of the *Community Safety and Policing Act*.

CURRENT SITUATION/REQUESTS:

The Board Trust Reserve Fund is used for any purpose that the Board considers in the public interest in accordance with Sections 258 and 259 of the *Community Safety and Policing Act* and for such charitable events as deemed suitable by the Board without further authorizations by Council.

Requests for funding consideration have been received.

SUBJECT: Board Trust Reserve Fund Requests

The balance in the Board Trust Reserve Fund on August 31, 2026, was \$8,021.13.

The following summarizes total fund expenses since year end December 31, 2025.

Board Trust Reserve Fund
2026-08-31

Balance as of December 31st, 2025	\$	(14,571.13)
Trust Fund Expenses	\$	6,550.00
Trust Fund Revenue	\$	-
Trust Fund Interest	\$	-
Pending Expenses	\$	-
Pending Revenue	\$	-
		\$ (8,021.13)

\$1,000 in support of Run to Remember

The Fitness and Health Promotion students of Collège Boréal are organizing a fundraiser for #IVEGOTYOURBACK911, Boots on the Ground as well as for the creation of a merit scholarship for the program. The objective of the fundraiser is to collect funds and to create awareness for the first responders and military personnel who suffer from Post-Traumatic Stress Disorder (PTSD). The event "Run To Remember - Courir pour se souvenir" will take place in the Collège Boréal nature trails on Sunday, November 8th, 2026. We ask participants to choose a walk/run with the option of 1km, 5km or 10km. We are seeking your help to maximize the profits of our event by providing material or monetary donations. We wish to clarify that this event is for the entire community.

Through the Trust Fund support for this event has been provided since 2021.

\$2,500 in support of Ride to Remember

The Ride to Remember - Memorial Tour is an annual event whereby 200 police officers depart from the Ontario Police College in Aylmer, Ontario and cycle 700km over the course of 4 days, arriving on Parliament Hill in Ottawa, in time to participate in the Canadian Police & Peace Officers Memorial Service. Members of the Greater Sudbury Police Service have participated in this event for the past six years. The goals of the Ride to Remember are to remember the officers that were killed in the line of duty, support those officers' families, friends and colleagues, raise funds and awareness for the memorial services, and give back to our communities through bicycle donations to under-served children and youth. This year's ride will raise money for the National Police and Peace Officer's Memorial Fund, the Ontario Police Officers' Memorial Fund, the OPC Path of Honour and Survivors of Law Enforcement (SOLE). 100% of these funds are used to maintain the memorials, assist with the cost of the memorial services and provide programming and support for the families of our fallen brothers and sisters.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

10.5 PUBLIC

Date: September 2, 2026,

Prepared By: Melissa Lariviere, Acting Manager of Finance
Marc Brunette, A/Deputy Chief

Recommended By: Sara Cunningham, Chief of Police

SUBJECT: Financial Report Year-Ended December 31, 2025

ACTION: For Information

THAT the Greater Sudbury Police Service Board receives the Financial Report for the Year-Ended December 31, 2025.

BACKGROUND:

The 2025 Operating Budget, totaling \$83,494,285, was approved by the Police Service Board through Resolution #2024-182 at its meeting on October 30, 2024, and subsequently by the City of Greater Sudbury Council. This budget included an annual provision of \$1,650,000 to support a future facilities improvement plan as well as ongoing facility renovations. This provision forms part of the total contribution to reserves of \$5,338,192. In addition, the budget incorporated anticipated grant funding revenue of \$5,327,666.

CURRENT SITUATION:

The City of Greater Sudbury's Annual Financial Audit has been completed by KPMG for the year ended December 31, 2025. The audit included the financial activities of the Greater Sudbury Police Service Board as part of the City's Consolidated Financial Statements. Police Service finance staff provided supporting documentation and responded to audit inquiries throughout the audit process, with no concerns identified relating to the Police Service. This report presents the audited 2025 operating results of the Greater Sudbury Police Service for the information of the Board.

SUBJECT: Financial Report Year-Ended December 31, 2025

Financial Overview - Year Ended December 31, 2025

The 2025 fiscal year concluded with a balanced operating position of \$83,494,285. The following table outlines 2025 expenditures and revenues, detailing the variance between annual budget allocations and actual year-end spending. Variances are noted across various categories, driven by a combination of operational pressures, strategic spending decisions, and additional revenue and funding sources.

Category Description	2025 Annual Budget	2025 Year End Actual	Variance
Contr from Reserve and Capital	\$ (302,892)	\$ (2,007,724)	\$ 1,704,832
Contr to Reserve and Capital	\$ 5,338,192	\$ 5,351,538	\$ (13,346)
Energy Costs	\$ 693,671	\$ 512,702	\$ 180,969
Internal Recoveries	\$ 1,557,640	\$ 1,610,399	\$ (52,759)
Materials Operating Expenses	\$ 6,049,838	\$ 7,335,450	\$ (1,285,612)
Other Revenues	\$ (20,202)	\$ (169,695)	\$ 149,493
Prof Development & Training	\$ 671,227	\$ 640,232	\$ 30,996
Provincial Grants & Subsidies	\$ (5,327,666)	\$ (6,863,859)	\$ 1,536,193
Purchased/Contract Services	\$ 1,280,680	\$ 1,827,725	\$ (547,046)
Rent and Financial Expenses	\$ 198,438	\$ 221,982	\$ (23,544)
Salaries & Benefits	\$ 74,195,737	\$ 76,400,732	\$ (2,204,995)
User Fees	\$ (840,378)	\$ (1,395,180)	\$ 554,802
Grants - Transfer Payments		\$ 29,984	\$ (29,984)
	\$ 83,494,285	\$ 83,494,285	\$ 0

Several factors contributed to these variances:

Contribution from Reserve & Capital

- The variance is primarily attributable to WSIB salary recoveries of \$1,188,869, which exceeded the budgeted amount of \$302,892. A budgeted provision of \$814,000 is also included within the Salaries cost centre as a further offset. As a result, the net variance was reduced to \$71,977, compared to a gross variance of \$885,977.
- This variance also includes an in-year draw of \$326,724 from the Sick Leave Reserve Fund to recover costs associated with in-year frozen sick leave payouts.
- An additional contributing factor is a draw of \$491,822 from the Communications Infrastructure Reserve to fund the portion of the Harris Radio contract that could not be accommodated within the approved operating budget in the Voice Radio cost centre. This pressure was due to an in-year renewal of the maintenance contract required to extend the life of the radio system.
- Finally, the variance includes a nominal reserve draw of \$310, required to fully offset remaining balances and achieve a year-end balanced position.

SUBJECT: Financial Report Year-Ended December 31, 2025

Contribution to Reserve & Capital

- The Service maintains several Reserve Funds and Capital Accounts to support future capital requirements and compensation-related obligations. These reserves include provisions for Sick Leave, Communications and Information Technology (CIT), Capital Projects, Facilities, Fleet, the Financing Reserve Fund, Donations, and Retiree Benefits.
- All contributions were made in accordance with the approved budget, with the exception noted below.
- A variance of \$13,346 is primarily attributable to an unbudgeted transfer from the Fleet cost centre. This transfer reflects revenue generated from the sale of surplus equipment.

Energy Costs

- Energy costs were lower than budgeted, with fuel costs \$133,988 below budget and hydro costs \$14,365 below budget.
- The favourable variance also reflects a combined surplus of \$32,615 from the Natural Gas and Water operating accounts, which were not fully utilized during the 2025 fiscal year.

Grants – Transfer Payments

- These expenditures represent disbursements made from the Greater Sudbury Police Service Board Trust Fund. During the year, donations totaling \$29,984 were provided to various organizations in accordance with approved Trust Fund activities. All disbursements were fully funded through the Board's Trust Fund.

Internal Recoveries

- The variance of \$52,759 reflects minor fluctuations across all cost centres within the operating budget. It also captures additional revenues arising from paid duty agreements between the City of Greater Sudbury and the Greater Sudbury Police Service, as well as increased expenses due to the utilization of City services in place of external vendors. These services include those provided by the City, such as training facility usage, parking services, and other shared resources.
- This category further includes recoveries from Fire and Transit services, which are recorded as offsets to radio communications costs.

Materials & Operating Expenses

SUBJECT: Financial Report Year-Ended December 31, 2025

- Materials & Operating Expenses reflect a gross variance of \$1,254,616, primarily attributable to pressures in CIT, Fleet, and Materials cost centres.
- CIT expenditures exceeded budget by \$995,800, largely offset by \$951,521 in grant funding, resulting in a net variance of \$44,279.
- Fleet costs exceeded budget by \$132,175, driven by maintenance, insurance, and unbudgeted accident-related costs, partially offset by grant funding.
- After applying all offsets, the net variance was reduced to \$281,577.

Other Revenues

- The favourable variance is primarily attributable to unbudgeted revenues from the annual Gala, donations, training fees, and miscellaneous sources.
- Revenues exceeded budget by \$149,493, with corresponding expenditures fully offset within related programs.

Professional Development & Training

- The year-end variance of \$30,996 reflects the implementation and ongoing reinforcement of a more formal in-year process designed to strengthen compliance with established training budget guidelines.

Provincial Grants & Subsidies

- A total of \$1,536,193 in unbudgeted Provincial funding was received and fully offset by corresponding expenditures.
- Funding supported key initiatives including NG-911, Bail Compliance, and Victim Support.
- Additional funding was received from the Ministry of Children, Community and Social Services, the Ministry of the Attorney General, and the Ministry of the Solicitor General, as detailed below.

Purchased/Contract Services

- The significant overage in this area is primarily attributable to an over-expenditure of \$491,822 in the EDACS Maintenance account within the Voice Radio cost centre.
- This amount was fully offset through a reserve transfer, resulting in no net impact on the operating position.
- The remaining variances in this section are primarily driven by donation-related expenses for the Chief's Youth Initiatives recorded in accounts not included in the annual budget, resulting in unbudgeted variances, as well as minor fluctuations in contracted services and expenditures across various accounts.

SUBJECT: Financial Report Year-Ended December 31, 2025

Rent & Financial Expenses

- Rent and maintenance costs for 128 Larch Street are recorded in operating, with funding drawn from the Facilities Reserve where an overall deficit exists, as occurred in 2025.
- The overage of \$23,544 is primarily attributable to unbudgeted bank and credit card processing fees.

Salaries & Benefits

- Salaries and Benefits reflect the most significant overall variance of \$2,204,995, driven by multiple offsetting factors.
- Full-time salaries came in under budget by \$539,044, while overtime (\$1,209,413) and part-time salaries of (\$1,516,423) exceeded budget.
- Benefit premiums were approximately 4% below budget, contributing a favourable variance.
- Grant funding of \$5,009,981 was applied to offset salary costs across, significantly impacting the overall variance position.

User Fees

- User fee revenues exceeded budget across several service areas, including Crown Disclosure, Fingerprints, Police Clearance Letters, Paid Duty, and Alarm services.
- The most significant overage arose from Police Clearance Letters, which exceeded budget by \$424,255.

SUMMARY:

The 2025 fiscal year concluded with a balanced operating position of \$83,494,285, with variances across several categories driven by a combination of operational pressures, strategic decisions, and additional funding sources.

Key cost pressures were observed in Salaries & Benefits, Materials & Operating Expenses, and Purchased/Contract Services, largely due to overtime requirements, part-time staffing needs, technology-related expenditures, and the renewal of critical service contracts. These pressures were significantly offset by grant funding, reserve contributions, and higher-than-anticipated revenues, particularly in user fees and other revenue streams.

SUBJECT: Financial Report Year-Ended December 31, 2025

Overall, the Service effectively managed in-year financial pressures through the strategic use of reserves, external funding, and prudent financial controls, ensuring no net impact on the year-end operating position.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

11.1 PUBLIC

Date: September 9, 2026

Prepared by: Holly Bilodeau, Manager of Human Resources

Recommended by: Sara Cunningham, Chief of Police

SUBJECT: Triton Police Innovations – Recruitment Screening Service

ACTION: For Approval

THAT the Greater Sudbury Police Service Board enters into three-year Agreement with Triton Police Innovations to provide assistance with the recruitment background screening process for both Sworn and Police Professional positions, streamlining and integrating the workflow.

BACKGROUND:

Triton Police Innovations provides technology for police services to manage recruitment background screening through controlled, compliant workflows. With over a decade of experience working with Canadian police services, Triton focuses on operational clarity, consistency, and control.

CURRENT SITUATION:

As part of the Greater Sudbury Police Service recruitment process, all candidates are required to undergo a comprehensive background investigation. This process is coordinated through the Human Resources Branch and includes the completion and submission of various forms and supporting documentation. The information collected structures part of the hiring recommendation package submitted to the Office of the Chief for consideration.

To enhance the efficiency and effectiveness of this process, the Human Resources Branch proposes utilizing Triton Police Innovations' Recruitment Screening Package. Through Triton's secure online platform, candidates in the background investigation stage

SUBJECT: Triton Police Innovations – Recruitment Screening Service

will be provided with a link to submit the required information and provide consent for employment verification, education verification, credit checks, and social media screening. Upon completion, Triton Police Innovations will conduct the required verifications and provide detailed reports to the Human Resources Branch within approximately 48 hours. These reports will support informed hiring decisions and will be included as appendices within future hiring recommendation packages.

Implementing this service will streamline the background screening process, reduce administrative workload for the Human Resources team, and provide candidates with a secure and seamless method for submitting required information.

The Recruitment Screening Package is offered on a fee-for-service basis, with no setup, service, or ongoing maintenance fees.

The standard recruitment screening package provided by Triton Police Innovations includes the following services and fees:

Service	Fee
Criminal Record Check	Conducted by the Police Service, No Charge
Two Reference Verification	\$19.95
Employment Verification	\$19.95
Education Verification	\$15.95 plus institution fees
Credit Check	\$7.95
Driver's Abstract	\$4.95 plus provincial fees
Social Media Check	\$29.95

On average, the cost per applicant will range from \$100 to \$150.

Triton Police Innovations is currently utilized by numerous police services across Ontario, as well as various government ministries and public sector organizations, demonstrating its credibility and effectiveness as a recruitment screening solution.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

11.2 PUBLIC

Date: September 9, 2026,

Prepared By: Melissa Lariviere, Acting Manager of Finance

Recommended By: Sara Cunningham, Chief of Police

SUBJECT: Renewal of ThoughtExchange Software Subscription

ACTION: For Approval

THAT the Greater Sudbury Police Service Board approves the renewal of the ThoughtExchange software subscription with Fulcrum Management Solutions Ltd. for a two-year term from August 1, 2026, to July 31, 2028, at a total cost of \$118,772.33, plus applicable taxes.

AND FURTHER THAT the Greater Sudbury Police Service Board delegates signing authority to the Chief of Police for the approval process.

BACKGROUND:

At its September 2023 Board Meeting, the Greater Sudbury Police Service Board was advised of an agreement being entered into with ThoughtExchange, a cloud-based engagement platform that facilitates organizational and stakeholder engagement through online discussions, surveys, analytics, reporting, and data visualization. The current subscription term expired on July 31, 2026.

Fulcrum Management Solutions Ltd. confirmed that ThoughtExchange is manufactured, sold, and distributed exclusively by the company and that there are no authorized agents or dealers that can provide the product. The original acquisition was therefore completed as a sole-source procurement.

SUBJECT: Renewal of ThoughtExchange Software Subscription

CURRENT SITUATION:

Fulcrum Management Solutions Ltd. submitted a proposal to renew the ThoughtExchange subscription for a two-year term from August 1, 2026, to July 31, 2028. The proposed agreement will provide continued access to the Engagement360 platform and its associated services.

The proposed agreement has a total value of \$118,772.33, excluding applicable taxes. The cost is payable in two annual instalments of \$59,386.16 in August 2026 and August 2027. The subscription will not automatically renew at the conclusion of the term.

The proposed renewal represents a continuation of the existing service and will maintain access to the platform.

Throughout the term with ThoughtExchange, the Greater Sudbury Police Service has launched 58 surveys, 14 of which were external. Some of the survey topics include, but are not limited to:

- Strategic Plan pulse checks
- Customer Satisfaction
- Equity, Diversity, and Inclusion
- Safe Centre
- Member surveys related to new technology implementation, member satisfaction, etc.

The platform will continue to be utilized to assist with upcoming strategic planning, determining operational and administrative efficiencies, and obtaining valued feedback from our members, community residents, and business owners.

SUMMARY:

Approval of the proposed two-year renewal will maintain the Service's access to the ThoughtExchange engagement platform through July 31, 2028.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

11.3 PUBLIC

Date: August 27, 2026

Prepared by: Nathan Dokis – Manager of Communication and Information Technology

Recommended by: Sara Cunningham – Chief of Police

SUBJECT: Axon Contract Amendment – Third-Party Video Support and Redaction Assist

ACTION: FOR APPROVAL

THAT the Greater Sudbury Police Service Board approves an amendment to the existing five year Axon agreement to include Axon Third-Party Video Support and Axon Redaction Assist at an estimated total contract amendment value for a total cost of \$597,768.19, inclusive of HST

BACKGROUND:

On September 18th, 2024, our Service presented to the board an update on the phased approach for implementing Body Worn Cameras (BWC). This phased approach included training our members for the Digital Evidence Management System (DEMS), restructuring our Information Management Division to build the capacity to manage and disclose digital evidence and the rollout of our In-Car Camera System/Automated License Plate Recognition System. The Service is following the phased approach which aligns with the Information and Privacy Commissioner of Ontario Model Governance Framework Police Body-Worn Camera Programs in Ontario. The BWC phased approach to implementation provided our Police Service with a greater understanding of the impacts on the workloads of our members and the fiscal responsibility.

Since the implementation of the September 2024 Body-Worn Camera (BWC) initiative, the has advanced contract discussions with Axon Public Safety Canada Inc. to modernize the Service's Conducted Energy Weapon (CEW) program.

SUBJECT: Third-Party Video Support and Redaction: Axon Contract Amendment

As part of this modernization, GSPS has continued to amend Axon contracts to include improvements to the system which have included an upgrade from the Taser 7 to Taser 10 and Virtual Reality

CURRENT SITUATION:

Axon is committed to continuous modernization and improvements to their systems. Recently, the Service has identified opportunities to further enhance its digital evidence management capabilities through the addition of Third-Party Video Support and Axon Redaction Assist within the existing Axon Evidence platform.

These additions will expand the Service's digital evidence management capabilities by supporting third-party video evidence directly within Axon Evidence and introducing integrated redaction functionality. The amendment will also allow the Service to replace its existing CaseGuard redaction platform, avoid the planned replacement and expansion of dedicated redaction workstations, and reduce future on-premises storage growth requirements associated with increasing volumes of digital evidence.

Key updates that the amended contract will provide are:

Third-Party Video Support: The Axon Third-Party Video Support platform allows members to securely upload, store, manage, review, redact, and disclose digital evidence obtained from sources outside the Axon ecosystem directly within the Service's existing Axon Evidence environment.

This functionality provides a centralized digital evidence repository that enables an expanded function for the secure ingestion, management, review, redaction, and disclosure of externally sourced video evidence within the Service's existing Axon Evidence environment. The solution eliminates the requirement to convert digital evidence into alternate formats for disclosure and review. As a result, the Service benefits from improved workflow efficiency, reduced administrative effort, enhanced evidence integrity, and a streamlined disclosure process that supports increasing digital evidence demands.

An additional benefit is the reduction of on-premises storage growth requirements. By allowing third-party digital evidence to remain within Evidence.com, the Service can reduce future storage expansion requirements and associated infrastructure costs while maintaining a centralized digital evidence repository.

Axon Redaction Assist: Axon Redaction Assist introduces redaction functionality directly within the Axon Evidence platform.

SUBJECT: Third-Party Video Support and Redaction: Axon Contract Amendment

The solution assists members in preparing digital evidence for disclosure by identifying and redacting sensitive information. By integrating redaction capabilities directly within Axon Evidence, the Service can streamline review and disclosure workflows while improving consistency and reducing administrative effort.

The proposed solution includes 320 user licences over a 57-month term, significantly expanding accessibility compared to the Service's current redaction environments.

Financial Implications

The proposed amendment adds Third-Party Video Support and Axon Redaction Assist to the existing Axon agreement, with an estimated annual cost of \$119,553.64, for a total investment of \$597,768.19, inclusive of HST, over five years. The revised contract payment schedule will be updated as follows:

Year	Total
2026	\$833,282.30
2027	\$861,831.45
2028	\$891,522.56
2029	\$922,401.32
2030	\$954,515.22
Total	\$4,463,552.85

This contract will also replace the existing CaseGuard redaction platform which eliminates the need for planned redaction workstation replacements, and reduces future on-premises storage growth requirements associated with the continued expansion of digital evidence. This will result in a net saving of approximately \$85,069.02 over five year.

The proposed solution represents a strategic investment in technology designed to improve operational efficiency and to support increasing demands for digital evidence without a corresponding increase in staffing requirements. By consolidating evidence management, review, redaction, and disclosure workflows within a single platform, the Service can reduce manual processing, improve productivity, and better position itself to manage future workload growth using existing resources.

Moving forward with these solutions well positions the Service to continue advancing Digital Evidence Management best practices available in the field.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

12.1 PUBLIC

Date: September 11, 2026

Prepared by: Sharon Baiden, Interim Board Staff

SUBJECT: Report from Board Staff

ACTION: For Information

BACKGROUND:

As part of routine reporting, Board Staff provide monthly updates on activities throughout the month that have occurred since the last Meeting of the Board.

CURRENT SITUATION:

Since the June 17, 2026, meeting, Interim Board Staff, Sharon Baiden, has been engaged in the following activities:

- Labour Relations
- Collective Bargaining
- Collective Agreement SOA Sworn Finalization
- Arranging and Booking Board Activities
- Communicating with the Board on Upcoming Events
- June Board Meeting follow-up
- Inspectorate of Policing Inspection Phase One activities
- Director of Corporate Services Recruitment
- Board Executive Director Position Recruitment
- Orientation Board Executive Director
- Liaising and information-sharing with Big 12 Staff
- September Board meeting preparation
- Assist with and respond to day-to-day inquiries

13 PUBLIC

CHIEF OF POLICE REPORT

GREATER SUDBURY POLICE SERVICE BOARD

September 2026



Chief Sara Cunningham

COMMUNITY SAFETY & WELL-BEING

Barry Ornella

Inspector

COMMUNITY MOBILIZATION SECTION (CMS)

Throughout the summer months, the Community Response Unit (CRU) remained visible and engaged in the downtown through regular bike and foot patrols.

During the month of **June**, CRU officers executed **73** arrest warrants for wanted parties. The Emergency Mobile Crisis Rapid Response Team (EMCRRT) responded to **90** calls for service relating to mental health.

In **July**, CRU officers executed **42** arrest warrants for wanted parties, while the EMCRRRT team responded to **94** mental health-related calls.

Similarly, in **August**, CRU officers executed another **42** arrest warrants. Officers also met with management representatives from the Elm Place Mall and the Better Improvement Area (BIA) to discuss and address concerns in and around the downtown property.

COMMUNITY ENGAGEMENT SECTION (CES)

Minister of Education Visit to Local Schools

On June 9th, Ontario Minister of Education, Paul Calandra, visited St. Benedict Catholic Secondary School and Holy Cross Catholic Elementary School alongside representatives from the Police Association of Ontario (PAO), Sudbury Police Association (SPA) President Travis Warnock, GSPS School Resource Officers (SRO), and Youth Community Safety Personnel (CSPs). Media coverage and communications released through the Minister's Office and the PAO showcased the positive impact that the GSPS School Resource Officer Program has made in our community, and the positive relationships we share with our local schools.

Summer Day Care Visits

Throughout the month of August, the CES team along with Citizens on Patrol (COP) volunteers and GSPS summer students visited several daycares and summer day camps throughout Greater Sudbury. These visits provided great opportunities for local youth to interact with police personnel, allowing them to explore police vehicles, ask questions, and learn more about the role of police in the community.



Kids, Cops, and Fishing

On August 20th, members of CES and GSPS summer students participated in the 15th annual Kids, Cops, and Fishing event held at Whitewater Lake in Azilda. Over 30 youth participated in this year’s event.

Indigenous Liaison Office (ILO)

Truth and Reconciliation Commission (TRC) Relay Launch

June 10th marked the launch of the 2026 TRC Relay. This initiative which began in 2022 continues to promote physical activity and awareness by inviting participants to pledge the number of kilometers they will complete during the month of September while reflecting on the importance of truth and reconciliation. So far there are 376 participants across 16 organizations registered for the TRC Relay.

N’Swakamok Indigenous Friendship Centre Annual Pow Wow

On June 21st Cst. Mathieu Lecavalier had the honor as the GSPS flagbearer for the grand entry of this annual event.

Citizens on Patrol (COP) & Volunteers

COP volunteers were very active throughout the summer conducting both community patrols and focused patrols in target areas identified by community members for a variety of chronic issues such as drug use, loitering, trespassing, and trouble with youth. COP volunteers, along with GSPS Auxiliary officers and Events Volunteers also attended numerous community events.

June: 18 community patrols, **75** focused patrols, **8** community events.

July: 16 community patrols, **135** focused patrols, **5** community events.

August: 14 community patrols, **103** focused patrols, **7** community events.

COURTS BRANCH

Out-of-Town Youth Prisoner Escorts

There was a total of **4** out-of-town youth prisoner escorts throughout the summer. Special Constables escorted 1 female youth to Sault Ste. Marie in July, and 3 female youths in August – 2 to Sault Ste. Marie, and 1 to Thunder Bay.

PATROL OPERATIONS & EMERGENCY COMMUNICATIONS

Chris Brown & Andrea Savage

Inspector / Manager

911 EMERGENCY COMMUNICATIONS CENTER (911-ECC)**911 Calls Received:**

2026	Total
June	7,358
July	7,118
August	7,053

Throughout June, July, and August 2026, the 911-ECC dispatched **215** Priority 1 calls for service, and **2,424** Priority 2 calls for service. The total number of calls for service was **14,742**.

Ambulance Assistance Calls for Service – May:

Year	Overall	Daily Average
2024	126	4.3
2025	140	4.7
2026	130	4.1

Ambulance Assistance Call Analysis**June 2024/2025/2026:**

Year	Overall	Daily Average
2024	141	4.8
2025	147	5.1
2026	160	5.5

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July 2024/2025/2026:

Year	Overall	Daily Average
2024	167	5.4
2025	125	4.0
2026	130	4.3

August 2024/2025/2026:

Year	Overall	Daily Average
2024	169	5.5
2025	153	4.9
2026	152	4.9

Top Reasons Provided for Ambulance Assistance calls:

- Involved potential violence (police were requested as a precaution)
- EMS was staging / waiting for police
- Involved aggressive patients
- Involved uncooperative patients (i.e., refusing care)
- Mental Health-related (which equated to nearly a quarter of all calls)

E PLATOON – POLICE REPORTING CENTER (PRC)

Officers assigned to E Platoon contribute significantly to service delivery effectiveness and operational efficiency by providing alternative response options for low-threshold calls for service. This alternative service delivery model diverts a substantial number of incidents away from front-line emergency response to our Police Reporting Centre, reserving emergency patrol resources for higher-priority service. Online and alternative reporting fulfills an essential and strategically important function within our Service in both effective resource management and service delivery within our large jurisdictional radius.

E Platoon is currently staffed by 16 members – 13 sworn police officers and 3 Community Safety Personnel (CSPs). Triaged incidents are sent to E Platoon for dispatch and/or further investigation, diverting calls away from front-line Patrol members.

E Platoon Statistics

- **Virtual Choice Reporting (VCR) Platform:** The platform was used to engage during **45** incidents.
- **Online Reporting – Rubicon:** **3,913** reports



- **Alternative Reporting: 503** reports

PATROL OPERATIONS

Patrol Statistics – June, July, August:

- Criminal Code Charges Laid: **1,676**
- Traffic Act Charges (June and July): **203**
- Downtown Focused Patrols: **1,238** (conducted by Patrol and CRU)

Criminal Charges of Note:

- Impaired Driving: **118**
- Assault: **124**
- Intimate Partner Violence (IPV) Assault: **116**
- Property-related (i.e., Theft Under/Over, Mischief, etc.): **491**
- Fail to Comply with Court Order (various types): **590**

Noteworthy Incidents:

Recovered Stolen Property - Bicycles

Situation: On August 14 and August 16, Patrol members conducting Focused Patrols in the downtown core located stolen bicycles.

Response: The first stolen bicycle, valued at approximately \$1,000, was located at Energy Court. The bicycle was returned to the owner, a Sudbury resident. The second stolen bicycle, valued at approximately \$4,000, was located downtown. The bicycle had been stolen from the parking lot of a downtown establishment and was owned by a Quebec resident. The bike was returned to the owner, thanks to the assistance of Sessions Ride Company who shipped the bike at no cost to the owner.

Impaired Driving Arrests – One Weekend

Situation: Throughout the weekend of August 28 to August 30, Patrol members targeted impaired driving within the city. Officers conducted proactive patrols, traffic stops, responded to traffic complaints, and investigated motor vehicle collisions.

Result: Patrol members removed **12** drivers from the roadway.

Every driver charged with impaired operation, operation while over 80, failure to comply with a demand, or deemed impaired following a Drug Recognition Expert (DRE) evaluation received an immediate 90-day driver's licence suspension and a seven-day vehicle impoundment.

CRIMINAL INVESTIGATIONS DIVISION

Jerry Willmott

Inspector

MAJOR CRIME SECTION

Swift Arson Arrest Protects Local Business and Community Safety

Situation: On June 5, 2026, an individual set fire to a bush outside a local realtor’s office in the City of Greater Sudbury. The fire quickly spread and ignited the front garden of the business.

Response: After Greater Sudbury Fire Services attended and extinguished the fire, CID investigators were assigned to investigate the incident. The building did not sustain structural damage. Investigators canvassed the area and located video footage that captured the incident.

Outcome: Investigators identified the individual responsible, who was located on June 7, arrested for Arson, and released on an Undertaking. Damage was estimated at \$10,000. The investigation demonstrated timely evidence collection and offender identification while limiting broader risk to the business and surrounding area.

Major Homicide Investigation Advances with Six Arrests

Situation: On June 11, 2026, at 3:37 a.m., GSPS received a 911 call reporting that two tents were on fire at Energy Court. A male was located deceased inside one of the tents and had sustained significant burn injuries.

Response: CID investigators were assigned to investigate the suspicious death. Following scene processing by Forensics, the Coroner’s Office, and the Ontario Fire Marshal’s Office, the death and fire were determined to be deliberate, and the incident was deemed a homicide.

Outcome: Following several weeks of investigation, officers identified six individuals connected to the homicide and established grounds for arrest. All six have been arrested. Investigators continue to follow up on leads and explore additional investigative avenues.

Downtown Attempted Murder Investigation – Arrest Made

Situation: On June 14, 2026, officers responded to a stabbing in the downtown core. Upon arrival, officers located a 34-year-old male who had sustained six stab wounds to the upper body.

Response: The victim was transported to Health Sciences North where he received treatment for his injuries and was subsequently admitted to the Intensive Care Unit. CID investigators were engaged, and through a review of CCTV footage, observed the attempted murder. Investigators tracked the suspect’s movements on

video leading up to the stabbing and identified him as a local 35-year-old male.

Outcome: A warrant was requested for Attempted Murder and Possession of a Weapon for a Dangerous Purpose. Investigators identified the suspect through video evidence. After evading police, the suspect was arrested on August 26 without incident and held for bail.

Coordinated Response Resolves Suspicious Find During Residential Excavation

Situation: On July 8, 2026, police were called to a residence in Chelmsford after contractors located a suspicious item while digging near the rear of the residence during foundation repairs.

Response: Members of the Criminal Investigation Division and Forensics attended the scene, secured the area, and maintained scene isolation. Investigators also consulted with a pathologist and forensic anthropologist to support the examination of the item.

Outcome: Members carefully and methodically dug around the tarp until it was freed. A pathologist attended the scene to examine the contents. A deceased pet dog was located inside the tarp, and the previous homeowner confirmed the dog had been buried at that location.

Serious Youth Assault Investigation Results in Arrests and Charges

Situation: A 14-year-old youth sustained serious injuries following an assault at a skate park in Hanmer shortly after 9:00 p.m. on July 31, 2026. The victim was transported to hospital for medical treatment for serious injuries.

Response: Detectives from the Major Crime Section launched an investigation and identified two suspects believed to be responsible.

Outcome: On August 11, 2026, investigators arrested and charged a 14-year-old youth and an 18-year-old adult with Aggravated Assault, Uttering Threats to Cause Death, Possession of a Weapon for a Dangerous Purpose. The adult accused was also charged with Breach of Probation Order.

Rapid Arrests Follow Weapons-Related Assault in Energy Court Area

Situation: On August 17, 2026, patrol officers responded to a weapons-related assault in the Energy Court area after reports that a victim had been struck with a baseball bat. The victim sustained serious, non-life-threatening injuries and was transported to hospital for treatment. The suspect fled the scene prior to police arrival and discarded the weapon.

Response: Officers immediately launched an investigation, conducting witness interviews and reviewing video surveillance footage. Through investigative efforts, officers located the discarded baseball bat and gathered evidence that identified those involved. Within approximately three hours of the incident, officers located and arrested the primary suspect as well as a second individual believed to have assisted following the offence.

Outcome: A youth was charged with Aggravated Assault and Possession of a Weapon for a Dangerous Purpose and held for a bail hearing. A second accused was charged with Obstructing a Peace Officer and Accessory After the Fact and released on an Undertaking with a future court date. The investigation highlighted the effectiveness of rapid patrol response, evidence-gathering, and video surveillance in identifying and apprehending individuals involved in a violent assault.

INTEGRATED CRIME SECTION

Targeted Drug Search Warrant Disrupts Bail-Related Trafficking Activity

Situation: Drug Enforcement Unit Detectives identified suspected drug trafficking activity at 720 Bruce Avenue involving a male from the Greater Toronto Area who was on bail for similar offences.

Response: On June 4, 2026, officers executed a Controlled Drugs and Substances Act (CDSA) warrant at the residence. The search resulted in the seizure of approximately **30 grams** of cocaine, **22 grams** of fentanyl, two cellular phones, and **\$1,281.55** in cash.

Outcome: The accused was charged with multiple drug trafficking and breach-related offences. Drugs with an estimated street value of approximately **\$5,200** were removed from circulation, supporting community safety and disrupting repeat criminal activity linked to suspected trafficking.

Regional Guns and Gangs Operation Disrupts Organized Crime Network

Situation: In February 2026, an intelligence-led investigation targeted a drug trafficking network operating across northeastern Ontario and into Québec, with connections to the Greater Toronto Area.

Response: On May 26, 2026, multiple policing partners, including the Greater Sudbury Police Service, executed five coordinated search warrants in Timmins and Kapuskasing.

Outcome: Five individuals were arrested, and **38** charges were laid involving firearms and drug offences. Significant quantities of controlled substances were seized, including cocaine, fentanyl, and methamphetamine, with an estimated street value of approximately **\$160,000**. The operation disrupted organized criminal activity across the region.

BEAR Unit Search Warrant Recovers Stolen Property and Disrupts Drug Activity

Situation: The Break Enter and Robbery Unit conducted an investigation into multiple theft-related incidents involving stolen property.

Response: On June 17, 2026, a search warrant executed in Val Caron resulted in the recovery of a dirt bike, two ATVs, and approximately **129 grams** of cocaine.

Outcome: A 41-year-old male was arrested and charged with possession of stolen property and drug trafficking offences. The estimated value of drugs seized was approximately **\$12,900**. The investigation resulted in both property recovery and disruption of illicit drug distribution.

Downtown Enforcement Action Addresses Street-Level Drug Trafficking

Situation: Earlier this summer, the Greater Sudbury Police Service Drug Enforcement Unit (DEU) received information regarding suspected drug trafficking activity in the downtown core. On July 30, 2026, investigators observed what was believed to be a hand-to-hand drug transaction near Beech Street involving the exchange of money for illicit drugs.

Response: DEU investigators conducted surveillance and intervened following the observed transaction. Two Greater Sudbury males, ages 35 and 33, were arrested. Searches conducted incident to arrest resulted in the seizure of **6.6 grams** of fentanyl, **two 5 mg** OxyContin pills, and **\$640** in cash. The estimated street value of the drugs seized was approximately **\$670**.

Outcome: As a result of the investigation, the 35-year-old male was charged with:

- Possession of a Schedule I Substance for the Purpose of Trafficking
- Trafficking in a Schedule I Substance
- Possession of Property Obtained by Crime under \$5,000

The 33-year-old male charged with:

- Possession of a Schedule I Substance (2 counts)
- Possession of Property Obtained by Crime Under \$5,000

Downtown Drug Trafficking Investigation Removes Cocaine from Circulation

Situation: During the summer of 2026, the Greater Sudbury Police Service Drug Enforcement Unit (DEU) received information regarding suspected drug trafficking activity occurring in the downtown core. Through ongoing investigation, DEU investigators identified an individual believed to be involved in the possession and distribution of illicit drugs.

Response: On August 5, 2026, DEU investigators conducted surveillance and observed the suspect leave a downtown residence on an electric scooter and travel to an address in the Donovan. Detectives subsequently arrested the individual and conducted a search incident to arrest. As a result of the search, officers seized approximately **30 grams** of pre-packaged cocaine, two cellular phones, and **\$105** in cash. The estimated street value of the cocaine seized was approximately **\$3,000**.

Further investigation revealed the accused was currently before the courts in Peel Region on outstanding criminal charges and was subject to release conditions requiring residence in Brampton, Ontario.

Outcome: As a result of the investigation, a 25-year-old male from Southern Ontario was charged with Possession of a Schedule I Substance for the Purpose of Trafficking, Possession of Property Obtained by

Crime Under \$5,000, and Failure to Comply with a Release Order. This enforcement action disrupted suspected drug trafficking activity within the downtown core, removed approximately **30 grams of cocaine** from circulation, and resulted in additional charges related to non-compliance with existing court-ordered release conditions.

Downtown Business Targeted Twice; Repeat Offender Remanded into Custody

Situation: A downtown commercial business was targeted in two separate break-and-enter incidents occurring within a three-day period in August 2026. During the first incident, an individual gained entry through an unsecured exterior door and stole cash and electronic items. Two days later, the same business was victimized again when the individual forced entry by damaging an exterior door before stealing additional cash and electronic property. These incidents contributed to ongoing concerns regarding property crime and disorder within the downtown core and the impact such offences have on local businesses, employees, and community confidence.

Response: Members of the Break, Enter, and Robbery (BEAR) Unit commenced an investigation and reviewed surveillance footage from both occurrences. Through investigative efforts, officers identified a suspect believed to be responsible for both break-and-enters. The individual was located and arrested following a brief struggle in which the suspect resisted arrest. A subsequent search resulted in the recovery of property believed to have been stolen during one of the incidents.

As a result of the investigation, the accused was charged with Break and Enter and Commit an Indictable Offence (x2), Disguise with Intent (x2), Failure to Comply with a Probation Order (x2), Obstruct Peace Officer, Possession of Break-In Instruments, and Possession of Property Obtained by Crime Under \$5,000.

Outcome: The accused was held for bail court and subsequently remanded into custody. The successful identification, arrest, and prosecution of the offender prevented further victimization and demonstrated the effectiveness of targeted investigative efforts. This enforcement action supports ongoing initiatives to address crime and disorder in the downtown core, reinforces community safety, and contributes to the protection of local businesses from repeat property crime offenders.

Landmark Drug Trafficking Conviction Validates DEU Investigative Excellence

Situation: Following a lengthy and complex Drug Enforcement Unit (DEU) investigation, the Ontario Superior Court of Justice released its decision in *R. v. Bhatia, 2026 ONSC 3908*, finding the accused guilty on all counts, including firearms offences, drug trafficking offences, possession of proceeds of crime, failure to comply with a release order, and resisting arrest. The investigation targeted an organized drug trafficking operation responsible for transporting and distributing fentanyl, cocaine, and methamphetamine within Greater Sudbury.

Response: DEU investigators conducted months of intelligence gathering through multiple investigative avenues to identify and disrupt the trafficking network. Investigators obtained and executed multiple judicial authorizations, including an anticipatory General Warrant and subsequent CDSA search warrant, resulting

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in the arrest of the accused and the seizure of significant quantities of drugs, firearms, cash, and proceeds of crime. Throughout the prosecution, investigators successfully defended extensive Charter challenges related to the General Warrant, CDSA warrant, right-to-counsel issues, and warrant execution. The Court accepted the investigative grounds, operational decision-making, and evidence presented by investigators.

Outcome: The Court entered convictions on all counts and dismissed all Charter applications, admitting all evidence seized during the investigation. Significant seizures included approximately **83.6 grams of fentanyl, 328.5 grams of cocaine, 53.6 grams of methamphetamine, two loaded handguns, \$5,500 in cash, a luxury watch valued at approximately \$40,000, jewellery valued at approximately \$5,000, cellular devices, packaging materials, and a digital scale.** This outcome reflects the exceptional professionalism, dedication, and perseverance demonstrated by DEU members from the inception of the investigation through to the successful conclusion of the Superior Court trial, highlighting the high standard of investigative excellence within the Greater Sudbury Police Service.

Strategic Impact Summary

Collectively, these investigations demonstrate the exceptional work being done across the Criminal Investigation Division and Integrated Crime Section to advance the Greater Sudbury Police Service’s Strategic Direction through focused enforcement, victim-centred investigations, intelligence-led operations, strong inter-agency collaboration, and a clear commitment to community safety, crime prevention, and offender accountability. The results reflect a coordinated and professional response to violent crime, organized crime, drug trafficking, and repeat offending, while reinforcing public confidence in the Service’s ability to protect vulnerable people, disrupt harm, and deliver meaningful outcomes for the community.

INTEGRATED OPERATIONS

Robert Norman**Inspector****OVERVIEW**

This report summarizes the key activities of the Integrated Operations Division between June 1 and August 31, 2026. During the reporting period, the Division supported Service priorities through traffic enforcement, emergency response, K9 operations, marine patrols, search and rescue, and emergency-management coordination.

The work reflects the Service’s Strategic Direction through focused enforcement, the effective deployment of specialized resources, and coordination with community and emergency-service partners to support public safety.

INTEGRATED TRAFFIC SAFETY UNIT (ITSU) – TRAFFIC MANAGEMENT UNIT & SPECIALIZED ENFORCEMENT UNIT (SEU)

ITSU – Traffic Management Unit

Between June 1 and August 31, 2026, ITSU issued **709** Highway Traffic Act Provincial Offence Notices, consisting of **273** in June, **184** in July and **252** in August. This included **267** speeding charges. ITSU also issued **318** Part III summonses during the reporting period.

From January 1 to August 31, 2026, ITSU issued **1,929** Provincial Offence Notices, representing an increase of **113%** compared with the same period in 2025. Of these, **646**, or approximately **33%**, related to speeding.

ITSU investigated **three** fatal motor vehicle collisions and deployed RPAS in support of **eight** incidents during the summer months.

Service-wide, **78** drivers were charged with impaired-driving offences involving alcohol, drugs, or having a blood-alcohol concentration over 80 mg. ITSU also laid **43** stunt-driving charges. Most stunt-driving occurrences were identified in 60 and 80 km/h speed zones.

Traffic Safety Initiatives

ITSU conducted several focused traffic-safety initiatives throughout the summer, including:

- Stop-sign and traffic-signal enforcement, resulting in **47** stop-sign and **18** red-light charges.

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- Aggressive-driving and construction-zone enforcement, including **120** speeding charges, **five** careless-driving charges, and **25** speeding charges within the Municipal Road 35 construction zone.
- E-bike enforcement addressing suspended and unlicensed drivers, insurance, registration and vehicle-safety offences.

A joint Commercial Motor Vehicle enforcement initiative with the Ontario Provincial Police and Ministry of Transportation resulted in:

- **27** commercial motor vehicles stopped by GSPS
- **20** commercial vehicle inspections conducted by the OPP and MTO
- **12** vehicles placed out of service
- **45** combined charges and offence notices issued

Enforcement identified several safety concerns, including improper braking systems, unsafe vehicles, absent trailer brakes, insecure loads, improper tires, and overweight vehicles.

ITSU - Specialized Enforcement

ITSU Specialized Operations members continued to respond to ATV and UTV complaints and conduct focused off-road vehicle enforcement throughout rural communities. Enforcement and education addressed speeding, insurance, licensing, documentation and municipal ATV by-law violations.

Officers also conducted **32** marine patrols during the summer – **12** in June, **12** in July, and **8** in August.

Patrols were conducted on numerous waterways, including Ramsey Lake, Long Lake, Lake Wahnapiatae, Whitewater Lake, Vermilion Lake, Windy Lake, Penage Lake, Fairbank Lake, and other rural waterways.

Road Safety Initiative

In June the Chief provided an update on the Road Safety Initiative through the City of Greater Sudbury. An operational plan has been developed that will guide officers assigned to this initiative. Finalization of the agreement with the city is currently taking place. With road safety continuing to be one of the most visible and frequently reported public safety concerns within our community, this remains a priority for GSPS and City council.

Community Events

ITSU members supported numerous community escorts, community and youth-engagement events, and public-safety initiatives throughout the summer, some of which included the Law Enforcement Torch Run, Onaping Falls Summerfest, MADD Community Barbeque, PTSD Awareness Walk, Walden’s 75th Anniversary, Capreol Days, Wounded Warriors Canada Ride, Cops, Kids, and Fishing, and the Beaton Classic.

EMERGENCY RESPONSE UNIT (ERU) & K9

The Emergency Response Unit continued to support units in responding to incidents requiring specialized resources throughout the summer reporting period.



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Between June and August 2026, ERU and K9 supported frontline officers and investigative units through K9 requests, tactical medical support, Tactical Rescue Vehicle deployments, investigative assistance, and other incidents requiring specialized resources. During the reporting period, K9 received **31** requests for assistance.

ERU supported several warrant executions connected to serious criminal investigations. Members safely secured the locations involved, facilitated arrests, and transferred the scenes to investigators. This included the execution of a Feeney Warrant for a homicide suspect, who surrendered and was taken into custody without incident. ERU also assisted Patrol with the apprehension of persons wanted in connection with ongoing investigations.

The Tactical Rescue Vehicle was deployed on **five** reported occasions in support of operations requiring a protected approach and enhanced safety for responding members. Its use supported the safe management and resolution of incidents while reducing risk to officers, involved persons, and the public.

ERU also supported frontline officers in resolving several incidents involving persons in crisis or circumstances requiring a specialized response. Containment, communication, and negotiation contributed to the safe apprehension of the involved individuals. In one occurrence, a Conducted Energy Weapon (CEW) was used to safely resolve the incident.

ERU and the Public Order Unit, supported by other GSPS specialized resources, provided enhanced public-safety readiness during a large Hells Angels funeral attended by approximately 400 members. The coordinated deployment ensured that appropriate resources were available should any incidents arise. No significant public-safety incidents occurred.

K9 deployments throughout the summer supported missing-person investigations, searches for vulnerable persons, criminal investigations, and warrant executions. Notable outcomes included the safe location of a young child and an older adult with dementia, the tracking and apprehension of a theft suspect, and the recovery of property connected to that investigation.

The summer activity demonstrates ERU and K9’s continuing role in supporting frontline response, major investigations and the safe resolution of incidents requiring specialized resources.

EMERGENCY MANAGEMENT & PREPAREDNESS

In July 2026, significant wildfire activity and deteriorating air quality in Northwestern Ontario resulted in the evacuation of community members from Aroland First Nation. On July 16, **194** community members arrived in Greater Sudbury, with additional evacuees arriving afterward. Approximately **226** community members were ultimately relocated to Sudbury and temporarily accommodated at local hotels.

The evacuation was led by ISN Maskwa, the vendor of record retained to coordinate the evacuation, relocation, and ongoing support of community members. Established by Missanabie Cree First Nation, ISN Maskwa operates Canada’s first Indigenous Emergency Operations Centre and provides Indigenous-led emergency response, evacuation coordination, incident management, and community support to First Nations.



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ISN Maskwa coordinated accommodations, transportation, meals, programming, community accountability, and culturally appropriate supports. NORPRO Security was retained to provide around-the-clock security and routine incident management at both hotels.

Inspector Norman served as the GSPS public-safety lead. The Service’s role was limited to responding to serious public-safety incidents, suspected criminal offences, or other circumstances requiring police authority. No dedicated police deployment was required. The hotels were temporarily identified within the Emergency Communications Centre, Patrol Operations personnel were advised of the response protocol, and clear liaison and notification procedures were established with ISN Maskwa and on-site security.

GSPS also connected ISN Maskwa with local community partners, including the N’Swakamok Native Friendship Centre and Shkagamik-Kwe Health Centre, to assist with culturally appropriate, health-related and community supports. Daily coordination meetings were held with ISN Maskwa, Aroland First Nation representatives, GSPS, and the Community Control Group to monitor the evacuation, security considerations, community needs, and wildfire conditions.

The relocation remained stable and was managed through an experienced, Indigenous-led incident-management structure. GSPS maintained situational awareness and provided public-safety and liaison support throughout the evacuation. The relocated community members returned to Aroland First Nation on July 19, 2026, concluding the Greater Sudbury relocation operation.

SEARCH AND RESCUE (SAR)

Between June and August 2026, Search and Rescue officers participated in **four** significant deployments in support of criminal and missing-person investigations.

In June, members conducted an evidence search in support of a homicide investigation. The search focused on locating an item believed to have been used in the offence; however, it was not located.

In July, SAR officers worked with an OPP Cadaver Dog Unit to search a specified area after investigators received new information concerning a historical missing-person investigation. No evidence or human remains were located.

Later that month, the team conducted a two-day search for a missing person in the High Falls area. The individual was located deceased on the second day of the operation.

In August, SAR officers assisted with a two-day water search at Crowley Lake after a person was reported missing following a canoeing incident. The search was conducted in coordination with the OPP Underwater Search and Recovery Unit, whose divers located the individual deceased on the second day.

These deployments demonstrate the team’s capacity to support complex investigations and coordinate effectively with specialized partner-agency resources across land- and water-based search environments.

Divisional Conclusion



CORPORATE COMMUNICATIONS

The summer months bring increased operational demands across Greater Sudbury’s roadways, waterways and community events. Supervisors adjusted priorities and resource allocations throughout the reporting period to maintain essential services and specialized response capabilities.

The Division met operational demands across its portfolios while continuing to support frontline officers and investigative units. The coordinated deployment of divisional resources allowed the Service to respond to planned and unplanned events while maintaining traffic enforcement, marine patrol, emergency response, K9, search and rescue, and emergency-management capabilities

Kaitlyn Dunn

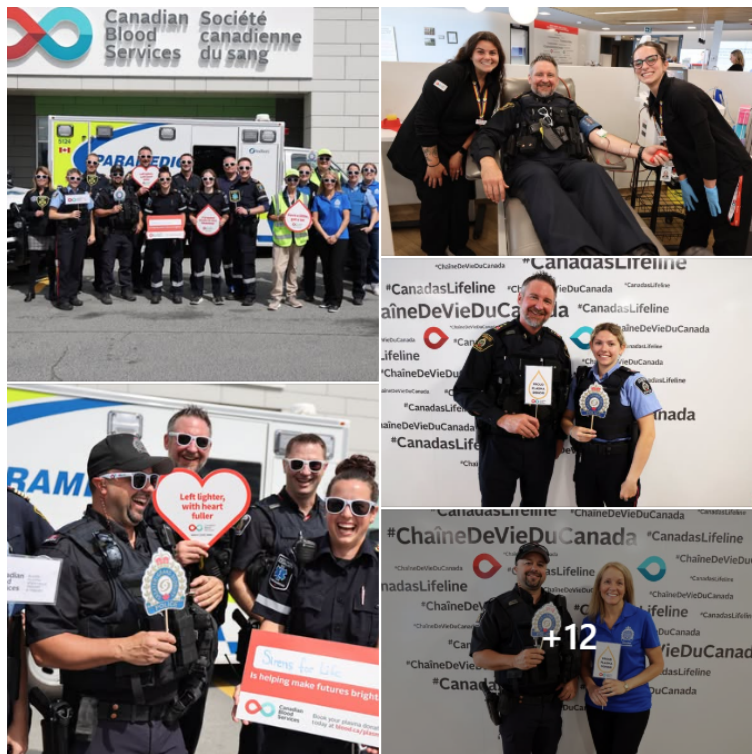
Supervisor

Sirens for Life Challenge

Summer brings more travel, camping, driving, and boating - and unfortunately, more serious accidents where patients urgently need blood and plasma.

[City of Greater Sudbury](#) first responders - Police, Paramedics, and Fire Services - are joining forces this summer to boost blood and plasma donations and inspire our community to give.

Today we launched the annual Sirens for Life campaign - a national, friendly competition where first responders across Canada donate blood and plasma to help save lives. Alongside our partner agencies, we donated at the [Canadian Blood Services](#) centre at Lasalle Court Mall and will continue throughout the summer.



The goal: see which emergency service can collect the most donations between now and September 7, 2026.

Join the Greater Sudbury Police Service team:

- Create an account on blood.ca/SFL or the GiveBlood app
- Select “partners”
- Choose “join a team”

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- Enter Greater Sudbury Police Service
- Book your appointment through team bookings or individually

National Indigenous Peoples Day – June 19

This year marks the 30th anniversary of National Indigenous Peoples Day - a time to honour the heritage, diversity, and achievements of First Nations, Inuit, and Métis Peoples.

The Greater Sudbury Police Service recognizes that we are Treaty people, situated on the lands of Atikameksheng Anishnawbek and Wahnapiatae First Nation, and that we are all signatories to the Robinson Huron Treaty of 1850.

On June 19, GSPS members attended the Better Beginnings Better Futures celebration at Victory Park, joining community members in recognizing and celebrating National Indigenous Peoples Day.



As a police service, we continue to expand our learning and understanding of Indigenous history and culture, and we remain committed to nurturing relationships built on our RICH values of Respect, Inclusivity, Courage, and Honesty.

We stand in solidarity with Indigenous communities and will continue working with partners and community members to ensure all people are treated with dignity and respect.

Rediscover Memorial Park Initiative Launch

Members of GSPS were pleased to join the community at Memorial Park today for the Rediscover Memorial Park event hosted by the [City of Greater Sudbury](#).

The celebration highlighted ongoing efforts to beautify and revitalize the downtown core, creating a more welcoming, vibrant, and accessible public space for everyone.

Key initiatives include improved waste-management, expanded programming and activities in Memorial Park, and continued police-community effort to address social disorder and enhance safety, cleanliness, and overall visitor experience.



Our Central Community Response Unit (CRU) will continue to maintain a strong presence downtown, working hand-in-hand with local partners to support positive change.

Together, we remain committed to fostering a downtown that is safe, inclusive, and responsive to the needs of all.

PTSD Awareness Walk – June 27 (reel 34,000 views)

This year, we were honoured to partner with [Canadian Mental Health Association Sudbury/Manitoulin](#). Proceeds from local sponsors directly support CMHA-S/M’s vital work in improving access to mental health resources in our community, while participant registration fees support [Wounded Warriors Canada](#) and their specialized programs for first responders and veterans.

This walk is more than an event; it is a visible demonstration of our responsibility to support those impacted by post-traumatic stress disorder (PTSD), both within our organization and beyond.

We thank all of our community partners, sponsors, volunteers and organizers for making today a success.

To those currently living with and navigating the impacts of PTSD, and to those who may experience it in the future, please know that support is available and recovery is possible. Together, through compassion, awareness, and sustained action, we can create a culture where mental health is prioritized, stigma is eliminated, and every individual feels supported on their journey to healing.

Celebrating Canada Day – July 1

GREATER SUDBURY POLICE SERVICE BOARD – CHIEF’S REPORT



We celebrate the people, cultures, and communities that make our city and our country strong. Canada’s diversity is one of our greatest strengths, and we are proud to serve a community where people from many backgrounds come together in the spirit of inclusion, respect, and belonging.

Thank you to the [Sudbury Multicultural and Folk Arts Association](#) for bringing our community together to celebrate this beautiful country we are fortunate to call home and congratulations to this year's Community Service Award recipients. Thank you for the important contributions you make to fostering a stronger, more inclusive community.

Netflix Documentary Reel (67,000 views)

Gen Z vs Millennial Safety Messaging (36,000 views)

Celebrating Pride Week

The Greater Sudbury Police Service would like to wish everyone celebrating a safe and happy Sudbury Pride Week.

Through specialized training, strong community partnerships, and respectful, open dialogue, the Service remains committed to fostering community safety and building trust with all residents. We are proud to support and protect the 2SLGBTQIA+ community - not only during Pride Week, but every day of the year.

Happy Pride Week, Sudbury! 🏳️‍🌈

Diversity Advisory Committee Bursary Winners

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🎉 Congratulations to four outstanding students from Greater Sudbury:

- David Akero
- Kesha Mutunzi
- Alexia Hall
- Oluwanifemi Phillips

Each of these young people have been awarded a \$1,000 bursary for their incredible efforts in promoting diversity, inclusion, and cultural acceptance in their schools and communities.

These bursaries, made possible by the GSPS Diversity Advisory Committee and sponsored by the Greater Sudbury Police Service Board, will support their post-secondary education, trade school, or employment-related goals.

We’re incredibly proud of your achievements so far and we can’t wait to see what the future holds for you. Keep leading with heart and purpose!



Community Heroes Visit

The GSPS Integrated Traffic Safety Unit (ITSU) spent part of their summer today at [Magic Triangle Magique](#) Day Care in Hanmer, connecting with some of our community’s youngest residents! Kids had the opportunity to explore police vehicles, motorcycles, and a quad while learning about the important work our officers do to help keep the community safe. Lots of smiles, fun, and memorable moments were shared throughout the visit!

A Glimpse into Patrol Operations (reel 203,000 views)

Most people see the driving. The lights. The calls.

What they don’t always see are the moments in between.

The cruiser parked at the side of the road? An officer may be completing reports, documenting evidence, following up with victims or witnesses, preparing for court, or reviewing information for the next call.

Two cruisers parked together? Officers may be discussing a file, comparing notes, planning next steps, or ensuring details are accurate before moving forward.

Police work doesn’t stop when the vehicle stops.

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From the start of shift to the last report of the day, frontline officers balance responding to emergencies with the behind-the-scenes work that keeps investigations moving and communities safe.

- 🚓 PSA: If you see a parked police cruiser, remember the officer may still be actively working. Please slow down, move over when required, and avoid distractions while driving.

Walk-out Songs Part 1 (reel 950,000 views)

Walk-out Songs Part 2 (reel 111,000 views and growing)

Promotion for Digital Content Coordinator Position (reel 90,400 views)

Weekly Downtown Patrols Part 1 (reel 81,300)

Weekly Downtown Patrols Part 2 (reel 36,000)

Weekly Downtown Patrols Part 3 (reel 43,000)

Weekly Downtown Patrols Part 4 (reel 26,400)

Do You Work Here Recruitment Reel (81,300 views)

🚓 Ready for the challenge?

Whether you’re looking for a career that challenges you, supports your community, and makes a difference every day, GSPS is recruiting. 👮 👮

📄 Apply today and start your journey with Greater Sudbury Police Service.

🔗 Link in bio

Law Enforcement Torch Run Motorcycle Ride

🏍️ Ride for a Reason 🏍️

Join us on Saturday, September 12, 2026 for the annual Motorcycle Ride in support of Special Olympics Ontario! 🏅

📍 Meet: Rear Parking Lot, New Sudbury Dental, 1749 Lasalle Blvd

📅 Registration: 9:00 a.m.

🏁 Kickstands Up: 10:00 a.m.

🏍️ Ride alongside officers on marked police motorcycles as we take a scenic route through:

📍 Field → 📍 Sturgeon Falls → 🍔 Lunch at Riv Chip Stand → 📍 Verner → 📍 Noëlville → 📍 Hagar → 🏠 Back to Sudbury

💙 All funds raised go directly to Special Olympics Ontario.

🔗 Register or donate: <https://letrontario.crowdchange.ca/147882>

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🙏 Thank you for your incredible support year after year. Let's make 2026 our biggest ride yet! 🏍️🎉

Building Positive Connections



Constable Jesse Sell has been proud to volunteer his time with the [Sudbury Manitoulin Children's Foundation](#) Send a Kid to Camp Day Camp at the Moose Lodge.

The camp welcomes youth ages 5-14 and provides a variety of engaging activities designed to enhance life skills, build confidence, and encourage positive personal development. Throughout the program, Cst. Sell has led discussions on important topics including cyberbullying awareness, respectful communication, and the appropriate use of 9-1-1, helping equip young people with knowledge they can use every day.

Yesterday, with the assistance of our Community Engagement Section Community Safety Personnel and Summer Students, campers took part in an exciting geocaching activity around St. David's School. Geocaching is a real-world outdoor adventure where participants use GPS coordinates and clues to locate hidden containers, or "caches." The activity encourages teamwork, problem-solving, communication, and exploration while having fun outdoors.

Opportunities like these are about much more than learning new skills. By spending time with youth in positive and supportive environments, we help build strong relationships, trust, and open lines of communication. These connections play an important role in fostering safer communities and empowering young people to make positive choices.

A big thank you to the Sudbury Manitoulin Children's Foundation, the camp staff, BURST students, and our Community Safety Personnel for helping create meaningful experiences and lasting memories for local youth.

Cops, Kids and Canadian Tire Fishing – August 20 (reel 12,000 views)

Since 2009, Kids, Cops & Fishing has been bringing youth and police together through positive, informal interactions that help build mutual respect, understanding, and a stronger, safer community.

🎣 Every child received a free fishing rod & tackle box. A huge thank you to our GSPS officers, incredible volunteers, Ontario Provincial Police, and Ministry of Natural Resources staff who helped make the day possible.

This annual event wouldn't be possible without our sponsors:

* Canadian Tire Hanmer

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- * Ramakko’s
- * Northern Quality Bait & Tackle
- * King Sportswear
- * Environmental 360 Solutions
- * City of Greater Sudbury Leisure Services
- * Northway Bus Lines
- * Marche Azilda Market
- * Pete’s Party & Tent Rental
- * Greater Sudbury Housing
- * Rayside Balfour Youth Centre
- * YMCA of Northeastern Ontario Immigrant Services Community Programs

We’re already looking forward to next year!

Summer Student Program

A big thank you to our 2026 Summer Students! 🙌

Over the past few months, our students have brought enthusiasm, fresh perspectives, and a strong work ethic to the Greater Sudbury Police Service.

Their contributions have supported teams across the organization and helped make a positive impact in our community.

Thank you for choosing GSPS this summer. We wish you all the best in your future studies and careers!

This program is funded through Ontario's Youth in Policing Initiative (YIPI)



National Ride for Mental Health

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👤GSPS was proud to participate in the National Ride for Mental Health this past Saturday.

The Ride for Mental Health is an inclusive cycling event that brings Canadians together in support of Veterans, First Responders, and their families affected by Operational Stress Injuries.

More than just a ride, this annual event raises awareness and funds for programs that support the mental health and well-being of those who serve our communities and our country.

Funds raised support [Wounded Warriors Canada](#) and the vital mental health programs they provide for Veterans, First Responders, and their families.

Thank you to everyone who rode, donated, volunteered, and supported this important cause. 💙



Who needs to drive the speed limit? You do. (reel 363,000 views)

With students heading back to school soon, now is the time to slow down and stay alert. Increased traffic, school buses, crossing guards, cyclists, and children walking to and from school mean drivers need to be especially mindful behind the wheel.

⚠️ Slow down and obey the speed limit. Even a small increase in speed can significantly increase the severity of a collision, putting everyone on our roads at greater risk.

⚠️ Speeding and aggressive driving remain among the leading factors in serious and fatal collisions.

The Greater Sudbury Police Service will be conducting traffic enforcement throughout the community, including in school zones and areas where speeding concerns have been reported.

🚗 Safe, responsible driving helps keep our roads safer for motorists, pedestrians, cyclists, and school communities alike.

If you're noticing speeding issues where you live, you can submit an online report: <https://www.gsps.ca/reporting/online-reporting-rubireports/>

🚗 Slow down.

👁️ Stay focused.

🏠 Watch for school zones.

✅ Drive responsibly.

Back to School Safety Messaging

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📱 As the new school year is just around the corner, many families will be sharing first day of school photos online to celebrate this exciting milestone.

Before you post, take a moment to look beyond the smile and consider what personal information may be visible in the photo.

While these moments are worth celebrating, small details can reveal more information than intended. Protect your child's privacy by keeping identifying information out of photos and signs whenever possible.

What Not to Include:

- ❌ Street names, house numbers, or other location markers
- ❌ Your child's full name
- ❌ The exact name of their school
- ❌ Bus route numbers or pick-up/drop-off locations
- ❌ Personal information such as pet names, favourite passwords, usernames, or other details often used in security questions
- ❌ Sports teams, clubs, or activities that could reveal where your child regularly spends time

What to Include Instead

- ✅ A neutral background when possible
- ✅ A first name, nickname, or initials instead of a full name
- ✅ "School" rather than the exact school name
- ✅ Grade level (if you're comfortable sharing it)
- ✅ Favourite hobbies, interests, or activities
- ✅ What they hope to be when they grow up
- ✅ A fun fact that doesn't reveal personal information

A few small changes can help keep your child safer online while still capturing all the excitement of their first day back to school. 🚫✏️

