



## Owen Sound Police Service Board

2nd Floor Meeting Room

Wednesday June 25<sup>th</sup>, 2025 at 10:00 a.m.

### PUBLIC SESSION MINUTES

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<b>Members Present:</b>	<b>J. Thomson (Chair), B. O’Leary (Vice-Chair), C. Merton, B. Wilkins</b>
<b>Absent with Regrets:</b>	<b>I. Boddy</b>
<b>Management Present:</b>	<b>Chief C. Ambrose, Inspector D. Bishop</b>
<b>Guests Present:</b>	<b>H. Zehr Police Service Advisor - Inspectorate of Policing, Sgt Tremblay, Sgt Houston</b>
<b>Minutes:</b>	<b>K. Wardell</b>

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#### 1. Call to Order

Chair Thomson called the meeting to order at 10:06 a.m.

#### 2. Land Acknowledgment

Chair Thomson read the land acknowledgment.

*Chair Thomson reported that “Prior to today’s meeting, the Board met in closed session to review and discuss matters that in their opinion fell under Section 44 of the Community Safety and Police Act and Section 25 item b) of the OSPSB General Policy-003 - Board Governance.*

#### 3. Approval of the Agenda

**Moved by B. Wilkins, seconded by C. Merton.**

*“That the agenda dated June 25, 2025 be approved.” **CARRIED***

**4. Declaration of Conflict of Interest arising out of the Minutes and Matters Listed on the Agenda. HEARING NONE**

**5. Presentations, Deputations, and Public question period.**

Chief Ambrose noted the retirements of Sergeant Rawn and Sergeant Baker earlier this year. Following a successful internal promotional process, he introduced Sergeant Glen Tremblay and Sergeant Nick Houston, congratulating them on their recent promotions and presenting each with their new badge and uniform rank insignia.

a) Uber

Jake Brockman from Uber joined the meeting via Zoom at 11:15 a.m. to present on the challenges and opportunities of ride-sharing in Ontario. He explained that while ride-sharing is regulated at the municipal level, the lack of a standardized provincial framework creates significant barriers to expanding services into rural and northern communities. These areas face transportation shortages, which impact labour force access, tourism, and regional connectivity. Jake highlighted how other provinces, such as Alberta and Québec, have adopted provincial regulations to support safe and consistent ride-sharing services. He emphasized the need for Ontario to adopt a similar framework to improve access to reliable transportation, enhance safety, and support economic growth in underserved areas.

**6. Confirmation of the Minutes of the Public Session held May 29, 2025.**

**Moved by C. Merton, seconded by B. Wilkins.**

*“That the minutes dated May 29, 2025 be approved.” CARRIED*

**7. Business arising out of the Public Session Minutes of May 29, 2025. HEARING NONE**

**8. Correspondence received**

a) Inspector General Memo # 5 and Spot light report

Chair Thomson reported that in the IGs Spotlight Report on Policing of Protests and Major Events: Public Order Maintenance in Ontario contained 12 recommendations that highlighted areas that boards and police chiefs should review and update their public order maintenance policies to create more effective governance.

One of the recommendations contained in the report noted that where a police service does not maintain its own POU (Public Order Unit), the board must ensure it has a valid

agreement in place, in compliance with Section 14 of the CSPA, to have another board or the OPP Commissioner provide POU services.

The Chair also reported that he will be forwarding this report onto Dave Preston our policy writer to review our policies to ensure we are in compliance.

- b) Thank You for Sponsoring the 2025 OAPSB Spring Conference and AGM
- c) Wellness Recovery Centre marks one year of transforming mental health addictions care

## **9. Chairman's Report**

Chair Thomson reported that he attended the OAPSB AGM on June 3, 2025. Highlights of that meeting included the election of a new Chair Al Broughton and Chair Thomson had been elected Treasurer.

He also reported that the OAPSB focus for 2025 will be in the areas of:

- Advocacy
- Education

He would also be attending the OAPSB 2026 – 2028 Strategic Planning session on July 3, 2025

### OAPSB Spring Conference June 4<sup>th</sup> and 5<sup>th</sup>

Chari Thomson also reported he attended the OAPSB Spring Conference with 233 delegates attending. There were a number of presentations from police leaders and a new feature this year were five breakout sessions for training on specific topics.

### Meetings since last board meeting

On June 12, 2025, Chair Thomson and Chief Ambrose attended a meeting with Francesca Dobbin. Overall, the meeting was very productive. As a follow-up, Ms. Dobbin shared several charts and graphs outlining the support the United Way is providing to individuals in the community who are less fortunate.

Chief Ambrose also met with several other social service agencies, including those involved in community safety and well-being planning, the Canadian Mental Health Association (CMHA), and others. The purpose of these meetings was to begin a broader conversation around a multi sector approach to addressing community issues.

A message was sent to the City to help initiate these discussions and to explore how each sector can contribute. It was emphasized that no single social service agency is solely responsible for addressing addictions. This is a challenge that requires collective effort from all sectors.

## **10. Governance**

No new governance for the open session.

## **11. May Monthly Reports**

- a) Criminal Investigations Branch and Drug Enforcement/Criminal Intelligence Unit
- b) Auxiliary Unit Report
- c) Community Oriented Response & Enforcement Unit
- d) Bail Compliance and Warrant Apprehension Unit
- e) Front Line Patrol and Collision Statistics
- f) Community Services Office
- g) Lost Hours and Training

## **12. Reports from Director of Civilian Services K. Fluney**

## **13. Report from Director of Corporate Services S. Bell-Matheson and Director of Information Technology Services C. Hill**

## **14. Report from Manager of Human Resources W. Pratt**

As there were no requests for action in the above report, they will be placed on file with these minutes for information purposes.

## **15. Financial Update from the Chief of Police**

Chief Ambrose noted that retroactive payments are now scheduled to be issued by the City of Owen Sound on June 27th. Until these payments are processed, and while SOA negotiations are still ongoing, financials will not fully reflect the current budget position. Nonetheless, there are currently no concerns regarding the overall budget.



## 16. Operating Reports from the Chief of Police

### a) Chief's Activity Reports

As there were no requests for action in the above report, they will be placed on file with these minutes for information purposes.

## 17. Other Items and New Business

### a) OSPSB GP-024 Political Activity

Chair Thomson noted that the board package for this meeting included a new draft of Policy OSPSB GP-024, Political Activity – Political Affiliation, submitted by Dave Preston. He invited any questions or comments regarding the draft policy. As none were raised, he proceeded to call for a motion to approve the policy.

**Moved by B. O'Leary, seconded by B. Wilkins**

*"That the OSPSB approve policy OSPSB GP-024 Political Activity be approved."*  
**CARRIED**

### b) Funding:

- i. Availability of funding from Provincial or Federal to support the increased administrative costs to police services as a result of the CSPA?
- ii. How can municipalities and police services support adequate and effective policing and the capital costs to maintain service standards required.

H. Zehr noted that there is no provincial funding is being provided as a result of the additional administration work required under the new Community Safety and Policing Act (CSPA). C. Merton suggested exploring ways to quantify changes under the new legislation to track common elements. The Board requested that Chair Thomson, at the next OAPSB meeting, inquire as to whether any municipalities had tracked the administrative, direct and indirect costs, associated with implementing the new CSPA reporting requirements or had the OAPSB tracked any of the new requirements compared to those reporting requirements under the PSA.

### c) Annual Report

Chief Ambrose presented the 2024 Annual Report, highlighting a year of significant change, growth, and dedication of the Owen Sound Police Service. The report reflects

on the service's efforts to meet increasing demands, implement the Board's strategic priorities, and adapting to the sweeping changes introduced by the new Community Safety and Policing Act. A major milestone was the relocation and expansion of the Owen Sound Emergency Communications Centre, enhancing emergency response across 28 municipalities and two Indigenous communities and 48 different locations—completed without funding from the City. The OSESCC help to continue to offset the costs of policing to our city taxpayers into the future. Despite ongoing recruitment challenges faced across the sector, OSPS successfully welcomed a record number of new hires, bringing fresh energy and strengthening their capacity. The full 2024 Annual Report is available on the OSPS website.

d) 2025 Staff Appreciation Night

K. Wardell asked the board to approve the 2025 Staff Appreciation Night that has been tentatively scheduled for Wednesday, October 29<sup>th</sup>, 2025 at Heartwood Hall.

**Moved by B. O'Leary, seconded by B. Wilkins**

*"That the OSPSB approve the 2025 Staff Appreciation Night on October 29<sup>th</sup>, 2025 at Heartwood Hall."* **CARRIED**

**18. Termination of the Public Meeting**

Having completed all of the business items listed on the agenda Chair Thomson terminated the closed meeting at 12:10 p.m.

**Next Meeting: September 24<sup>th</sup>, 2025**



Inspectorate  
of Policing

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## Inspector General of Policing Memorandum

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

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

**DATE:** **May 26, 2025**

**SUBJECT:** Inspector General Memo #5: Release of the Inspector General of Policing's first Spotlight Report, *Policing Protests and Major Events: Public Order Maintenance in Ontario*

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I am pleased to announce the release of my first provincial Spotlight Report, ***Policing Protests and Major Events: Public Order Maintenance in Ontario***. This report provides my assessment of the current state of public order policing, while advancing recommendations that, I believe, will improve policing performance and governance concerning public order maintenance functions in the province. In line with the Inspectorate of Policing's (IoP) commitment to transparency, and to enhance the public's understanding of key aspects of policing delivery, the Spotlight Report is available on the [IoP's website](#). I would ask that you share this Spotlight Report with members of your organization and others within the policing sector, both in Ontario and beyond, that would find it of interest.

Between May 2023 and February 2024, the IoP conducted an inspection to ensure compliance with provincial Public Order Maintenance requirements, focusing specifically on public order unit (POU) standards by all municipal police services, boards and the OPP. This inspection was conducted under the former *Police Services Act*, prior to the implementation of the *Community Safety and Policing Act* (CSPA) and the coming into force of the Inspector General's statutory mandate. However, given the continued relevance of the inspection's analysis to the policing sector and Ontario government, I am pleased to share our findings. These findings have been published

in a broader, Ontario-wide context along with **12 recommendations** that focus on the shared responsibility of police services, police service boards, and the Ontario Ministry of the Solicitor General, to further strengthen Ontario's public order system.

Overall, **I conclude that the state of public order policing in Ontario is strong.**

Ontario POUs have proven themselves to be generally responsive to emerging and evolving conditions, where they can deploy effectively in both planned and unplanned circumstances. Based on the inspection findings, identified trends in public order policing, and applying a CSPA-compliance lens, I also identify areas that merit attention in order to strengthen Ontario's position as a national leader in this space.

I would like to extend my appreciation to Ontario's policing sector, including all chiefs of police and police service board members that participated or facilitated their organization's participation in this inspection. I would also like to extend a special thanks to the Ontario Association of Chiefs of Police (OACP), including members of the public order policing system that were engaged by the OACP, and the Ontario Association of Police Service Boards for their constructive engagement throughout the IoP's work. This invaluable cooperation and commendable patience have contributed to a report that, I believe, accurately assesses the state of public order policing and charts a path to keep the province's system strong and responsive to public safety needs.

Sincerely,



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

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

# Spotlight Report

**Policing of Protests and  
Major Events: Public  
Order Maintenance in  
Ontario**

**Inspection of  
Ontario Police Services  
and Police Service  
Boards for years 2023-  
2024**

**Ryan Teschner**

Inspector General of Policing of Ontario  
May 2025



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## Message from the Inspector General of Policing of Ontario

Public order policing continues to be complex and is constantly evolving. Mass public events such as protests, demonstrations and riots have garnered significant public and media attention in recent years, often shining a spotlight on policing responses. In Ontario and across Canada, the volume and frequency of these events, and the ability to mobilize large groups of individuals with the ease of a smartphone, is on the rise. Whether the events are reoccurring celebrations or domestic and international protests, all of these events require adequate responses from police to maintain public order, consistent with Ontario policing legislation and Canadian legal norms. This ‘Spotlight Report’ is an example of how the Inspectorate of Policing (IoP) works to fulfill its mission of making everyone in Ontario safer. Through this report, the IoP acknowledged and profiled areas that work well within Ontario’s public order policing system, while identifying ways to drive improved performance.

### *Striking the balance between public order maintenance and democratic rights and freedoms*

In some cases, – such as the 2022 anti-COVID-19 mandate protests – domestic or international incidents create moments where the natural tensions inherent in a democracy can surface. These events reveal deep division within communities and oftentimes pose a risk to public safety. These public events can also be dynamic, unpredictable, and rapidly evolve, requiring police officers to make on-the-spot decisions to reconcile different rights, including those protected by the *Canadian Charter of Rights and Freedoms*.

The way police services respond greatly impacts public trust in policing. On the one hand, if the police rely too heavily on their coercive powers, many Ontarians’ rights and freedoms can suffer. On the other hand, if the police do not apply their public order maintenance powers effectively and on time, public safety, the economy and civil society can suffer. The balance can be easy to articulate in theory, but difficult to apply in practice.

Navigating this delicate balance between competing rights and safety needs is essential to prevent escalation and ensure public safety in mass gatherings that require a public order response. In potentially escalating situations, officers must be able to rely on



well-established governance policies, operational procedures, training in both operational practices and the effective application of the law, and tools that can be deployed appropriately. Recent and ongoing events in Ontario and across Canada have highlighted the importance of continuing to ensure that Canadian, provincial, territorial and municipal laws strike the most responsive balance between the public's freedom of expression and assembly and the right of others to conduct their activities safely. Given the increasing quantity and complexity of public order events in Ontario, I recommend in this report that the Ministry of the Solicitor General engage its provincial, territorial, and federal counterparts to review the legal framework governing protests.

### ***It is time to get real about the resource demands and impacts of public order maintenance policing in a democracy***

The impact of these events on police resources, budgets and the officers who engage in this serious work are now more significant. For example, the 'Freedom Convoy' in 2022 is estimated to have cost \$1 million per day, with \$800,000 for policing alone.<sup>1</sup> It has been publicly reported that the Ottawa Police Service incurred a total of more than \$55 million in costs associated with the policing of those protests.<sup>2</sup>

More recently, between October 2023 and April 2024, demonstrations related to the Israel-Hamas war surpassed \$12 million in policing costs, with more than 500 demonstrations in Toronto alone.<sup>3</sup> Last year, the Toronto Police Service responded to over 2,000 unplanned events – a significant portion of which was funded through premium pay (i.e., overtime).<sup>4</sup> Recurring events in other areas of the province, such as unsanctioned St. Patrick's Day gatherings, result in policing deployment needs that incur significant costs. For example, the Waterloo Regional Police Service incurred \$318,000 for the three-day St. Patrick's Day event.<sup>5</sup> The demand for public order maintenance in Ontario continues to rise, with no signs of slowing down.

Police are tasked with facilitating the freedoms of those that participate in these events, while ensuring the safety of the communities around them. Police services must be adequately resourced to meet this societal imperative. Despite police service boards

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<sup>1</sup> Joanne Chianello, "Protest Has Cost City of Ottawa More than \$30M," CBC news, February 23, 2022, <https://www.cbc.ca/news/canada/ottawa/ottawa-protest-demonstration-cost-city-1.6361367>.

<sup>2</sup> These include costs associated with regular, overtime and statutory holiday hours for Ottawa Police Service members; costs associated with provision of direct supports to the City of Ottawa and loss of revenues and economic support through the City of Ottawa; payments to external policing agencies for surge capacity resources; and Ottawa Police Service operational supplies, equipment, leased space and vehicle costs.

Public Order Emergency Commission, Institutional Report of the Ottawa Police Service, February 17, 2023, pp 21.

<sup>3</sup> Of the \$12 million total cost, almost \$5 million was overtime costs.

John Marchesan, "Police Price Tag for Protests Surpasses \$12M", City News, April 5, 2024.

<sup>4</sup> Toronto Police Service Board Meeting Public Agenda (April 10, 2025), Re: 2024 Operating Budget Variance for the Toronto Police Service, Period Ending December 31, 2024: <https://tpsb.ca/jdownloads-categories?task=download.send&id=865:april-10-2025-public-agenda&catid=32>, pp. 5-6.

<sup>5</sup> Waterloo Regional Police Service Board Open Agenda, Chief of Police Reports 2024-098, <http://calendar.wrps.on.ca/Board/Detail/2024-04-17-1030-Waterloo-Regional-Police-Services-Board-of-Directo/4c557755-56c5-42da-b387-b150013b9f37>, April 17, 2024.

incorporating funds for public order maintenance and related supports, police budgets are struggling to keep pace with public safety demands given increases in the sheer volume, complexity and unpredictability of this police work. Even among Ontario police services with their own public order units, members are not dedicated full-time to public order work. Instead, they perform regular policing duties and are deployed to the public order unit as needed. This means that when they are called to public order duties, their regular tasks are left unattended, creating stress on frontline policing, criminal investigations, and other functions as one area receives attention while another suffers from a service gap. Additionally, prolonged deployments to public order units increase stress for individual officers as they juggle these responsibilities with their regular duties. In many cases, too, many police services rely on overtime work to fulfill their core function of providing adequate and effective public order policing.

I recognize the risk and complexity involved in the policing of protests, demonstrations and other events. I also recognize the skill and dedication of police officers from across Ontario that engage in public order maintenance. These officers are placed under increased strain, often stretched too thin when we need them the most. In turn, this can lead to fatigue and overall challenges when recruiting officers for this important function. These trends are not sustainable, and are realities that police chiefs, police service boards, local municipalities and the province must work to confront together. The well-being of those that do the difficult work of maintaining public peace must remain a priority. Adequately resourcing police services to maintain public peace during mass events – and to look after those that do that work – is the price we should all be prepared to pay in a democracy that values our freedoms and way of life.

### ***The coordination of Ontario's public order policing needs to be formalized to ensure its long-term effectiveness and success***

Public order events are often not confined to a single municipality, and are increasingly animated by provincial, national, and international issues. This reality requires an “all of us” approach to maintaining provincial public safety. Currently, 11 police services, including the Ontario Provincial Police (OPP), provide public order policing across Ontario – meaning that 33 police services rely on another service to discharge this core element of adequate and effective policing. This places a significant demand on one quarter of Ontario police services. While the “some delivering for all” model may work for Ontario, its long-term sustainability must account for the financial and human resource impacts on the services delivering this policing function across the province.

The reality is that the scope and magnitude of public order events are taking on a new shape. This new shape makes it evident that public order policing is a whole-of-province priority and responsibility. With this responsibility, comes a need to open up important discussions on how to sustain the “some delivering for all” approach to public order

policing in the long-term. To maintain the highest level of public order policing provincially amid rising demand and complexity, we need to invest in it appropriately to ensure it is not stretched too thin. The price to pay for not paying for these resources is just too great, both in terms of what the public should expect, and what police officers should expect in terms of their health and welfare. In this report, I recommend formalizing and enhancing the mobilization structure for public order units – the ‘Hub’ model approach – so that it becomes a permanent fixture of public order maintenance in this province that drives strategic coordination and consistency of response in the overall provincial public order system. I also recommend initiating discussions between the public safety sector and the province on sustainable, long-term funding for the entirety of Ontario’s public order system. Increased collection and access to data, including demand analysis, must drive these resource-allocation discussions.

### ***Police preparedness is essential for effective public order maintenance***

In Ontario, every police service needs to plan for the way in which world incidents can create local impacts. Police services, governed by local police service boards, must maintain a constant state of public order maintenance readiness to ensure public safety is delivered in a lawful, professional, and effective manner, particularly when unpredictable mass gatherings occur in local communities. Effective policing in response to these events relies on credible intelligence and preparedness. With clear insights, police can approach these gatherings with informed planning and avoid overly reactive responses that can provoke public mistrust and tension, especially in the glare of cameras. Beneficially, police preparedness can also positively impact police officer wellness during fast-paced, high-pressure situations, which is often compounded by political and community pressures that unfold in real-time. My recommendations address ways in which police preparedness and insights into these types of events can be enhanced, ultimately for the purpose of ensuring the most relevant intelligence picture and risk assessment is available to police services that are to these sometimes fast-moving and demanding public order events. My recommendations also are aimed at creating not just consistency, but increased overall effectiveness in risk assessment and information-sharing across the Ontario policing sector, ultimately for the benefit of police services, their members, and the public they serve.

### ***Approaching the new CSPA requirements for public order maintenance policing in Ontario***

While governance and operational policies, processes and practices vary across Ontario police services and the boards that oversee them, maintaining public order is a core legislated requirement in Ontario. The Public Order Maintenance requirement that

previously existed under the now-repealed *Police Services Act* (PSA)<sup>6</sup> and its revoked *Adequacy and Effectiveness of Police Services Regulation*, now exist under the new *Community Safety and Policing Act, 2019* (CSPA),<sup>7</sup> with specific requirements outlined in the new *Adequate and Effective Policing (General) Regulation*. These requirements came into force on April 1, 2024. The statutory requirements are designed to ensure that police services' Public Order Units (POU) possess the necessary ingredients to adeptly manage a range of situations and facilitate expressive rights alongside public order maintenance. In this report, I make various recommendations for police boards and police services to align their approaches with the new requirements under the CSPA to bring them into compliance.

### ***My conclusion on the overall state of public order policing in Ontario***

Following this inspection and based on its findings, **my conclusion is that the state of public order policing in Ontario is strong**. The legal and governance infrastructure that should surround POUs and their operational work is, generally, in place in the form of police service board policy and governance, Chief of Police procedures and direction, and operational planning processes. Ontario POUs have proven themselves to be generally responsive to emerging and evolving conditions, where they can deploy effectively in both planned and unplanned circumstances. This has led Ontario's POUs to establish a 'Hub model,' which allows multiple POUs from across the province to coordinate deployments on a larger scale.

There are also signs that the system is becoming stretched due to demand and complexity, and that this trend is increasing. Therefore, in this report, I have identified areas – **both in relation to compliance and long-term effectiveness – that the public order policing system in Ontario should focus on to improve its overall performance and strengthen Ontario's position as a national leader in this space**. Given my statutory responsibility to oversee adequate and effective policing in the province, the IoP will continue to monitor the operation of the public order system in Ontario, with a view to evaluating the system's ability to manage evolving demands and ensure the maintenance of public safety.



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

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<sup>6</sup> Police Services Act, R.S.O. 1990, c.P.15,

<sup>7</sup> Community Safety and Policing Act, S.O. 2019, c.1, Sched.1. <http://www.ontario.ca/laws/statute/19c01>

# This Spotlight Report

In the context of more recent public order events across Ontario, the IoP chose to embark on an inspection of compliance with provincial Public Order Maintenance requirements, with a focus on POU requirements, by all municipal police services in the province, as well as the Ontario Provincial Police (OPP). The inspection was conducted while the PSA remained in force. The inspection identified areas of compliance with the now-repealed PSA, as well as recommendations for improvement in some cases. Overall, we observed a significant rise in the demand for deployments of POUs in Ontario, a trend anticipated to continue, emphasizing the need for continuous provincial oversight to ensure consistent adherence to public safety standards across the entire province.

This is the IoP's first Spotlight Report, which places our inspection findings in a broader, Ontario-wide context. In this report, we highlight our findings as factors the policing sector can consider in improving policing performance and governance in relation to their public order maintenance functions and its delivery. The report only includes these factors as 'recommendations' because the inspection was not conducted under the now-in-force CSPA, which provides the Inspector General (IG) the authority to issue binding 'directions' for non-compliance. While our inspection primarily focuses on compliance with the requirements of the now-replaced PSA and regulations, **our goal in this report is to encourage the sector to apply still-pertinent findings to their work as they transition to Ontario's new policing legislation, under the CSPA, and to promote efforts towards continuous improvement.** Sharing the insights learned from this inspection is not only vital to the sector, but also in the interests of public transparency and accountability.

We are committed to publishing future Spotlight Reports to further develop the overall provincial picture of policing and police governance in various areas of interest to the policing sector, the government, and the public. We will shine a constructive light on any compliance shortfalls we discover, identify how to improve compliance overall, and promote leading and promising practices across jurisdictions so that Ontario can continue to distinguish itself as a leader internationally. Importantly, in line with the legislative commitment to transparency, and to enhance the public's understanding of key aspects of policing delivery in our province, all our reports will be publicly available on the IoP's website: [www.iopontario.ca](http://www.iopontario.ca).

# Ontario's Inspector General and the Inspectorate of Policing

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

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

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

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





The IG is responsible for overseeing the following Ontario policing entities:

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

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

The CSPA marks a pivotal step towards enhancing policing and police governance delivery in Ontario. By establishing the IG and the IoP, the CSPA ensures a modernized framework for oversight, accountability, and support of excellence in policing across the province. The IG and the professionals in the IoP are responsible for upholding the public interest, working to ensure that every person in Ontario feels safe in their community and has confidence in the policing and police governance they receive, regardless of who they are or where they live.

# Our Inspection

Maintaining public order is a core legislated requirement for police services in Ontario. This requirement previously existed under the now-repealed PSA and its revoked Ontario Regulation 3/99 *Adequacy and Effectiveness of Police Services* regulation,<sup>8</sup> and now exists under the CSPA, with specific requirements outlined in the Ontario Regulation 392/23 *Adequate and Effective Policing (General)*,<sup>9</sup> which came into force on April 1, 2024.

At the time of our inspection (May 2023 – February 2024), the PSA continued to be in force and therefore, this public order maintenance inspection was completed under the authority and requirements of the PSA. The CSPA has changed some of the requirements applicable to public order maintenance and POU in Ontario. While the general delivery options of public order maintenance are fairly similar, the CSPA sets out more prescriptive standards and procedural requirements, along with more prescriptive requirements for entering into policing agreements with another police service board or the OPP, and the delivery of temporary assistance.

As with any inspection, the conclusions we reach represent the circumstances and context at a point in time – in this case, previously in-force legislation that has since been modernized. While the initial objective of the inspection was to determine technical compliance with the requirements at that time, the reporting phase of the inspection has been modified to highlight general themes that may support police service boards (the “boards”), police services (the “services”), Chiefs of Police (the “Chief”),<sup>10</sup> and the OPP Commissioner as they transition to the new requirements set out under the CSPA.



<sup>8</sup> O.Reg. 3/99: Adequacy and Effectiveness of Police Services. <http://www.ontario.ca/laws/regulation/990003>

<sup>9</sup> O.Reg. 392/23: Adequate and Effective Policing (General). <http://www.ontario.ca/laws/regulation/230392>

<sup>10</sup> It should be noted that both the PSA and CSPA define “chief of police” as a chief of police of a police service maintained by a police service board or the Commissioner of the OPP and includes an acting chief of police.



## Acknowledgments

The IoP thanks all boards, chiefs of police and the members of their police services in Ontario, including the OPP and the Commissioner, for their assistance and cooperation during this inspection process.

## Methodology for this Inspection

The IoP's Policing Inspections Unit inspected all 43 municipal police services and the OPP for compliance with previously in-force Ontario Regulation 3/99 – *Adequacy and Effectiveness of Police Services*, which at the time of the inspection, prescribed specific requirements that boards and chiefs, and the OPP Commissioner must fulfill.

The Regulation required police services to have their own POU, or instead of having its own POU, have this function fulfilled by the POU of another police service or on a combined regional, or co-operative basis among more than one police service.

The Regulation also set out the legal requirements for:

- board policy concerning POU (sections 18[1] and 29),
- Chief's procedures concerning POU (sections 18[3] and 19), and
- composition and training related to POU (sections 19 and 33[iii]).

To support boards and Chiefs with their understanding and implementation of these requirements under the PSA, the Ministry of the Solicitor General maintained the Policing Standards Manual (PSM) which contained sample board policies and guidance for chiefs in developing and maintaining their procedures. The samples and guidelines contained in the PSM highlight key components of governance policies and procedural steps that may be considered when undertaking a policing function, like public order maintenance. It is important to remember that the PSM was only a tool to assist, and that its guidance must be applied and adapted to reflect the needs of the community receiving policing services and its local context.

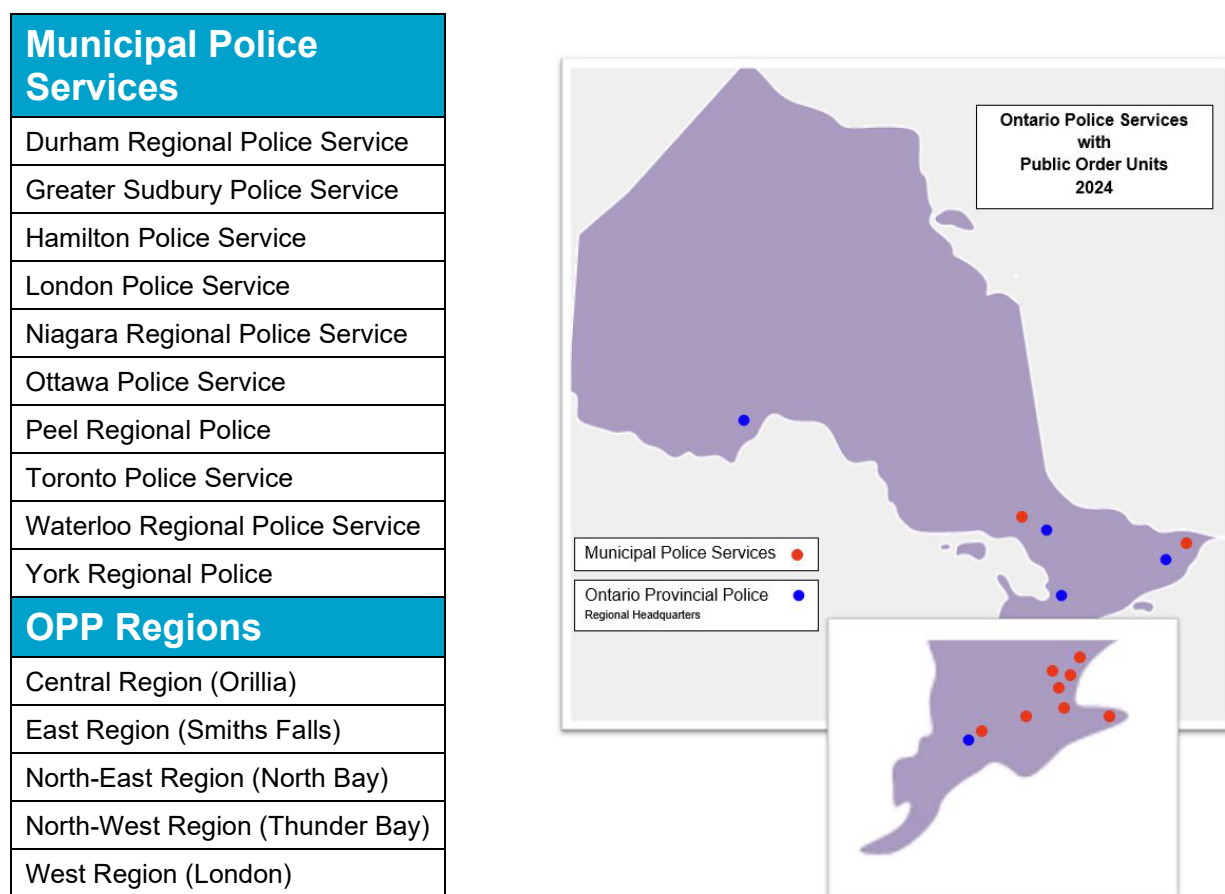
As part of the inspection, the IoP considered the extent to which ministry guidance on public order maintenance (PO-001) provided through the PSM was incorporated into the board policy, Chief's procedures, public order manual, training, and equipment. Ministry guideline content that did not address statutory or regulatory requirements was considered advisory in nature.

Commencing in May 2023, the inspection launched with two initial inspections of municipal police services that have their own POUs, and further expanded to the remaining 41 municipal police services and the OPP. The IoP also hosted three virtual

pre-brief meetings which were open to police services and boards that did not have their own POU to answer any questions with respect to the POU inspection.

Each inspection included an off-site review of relevant documents, such as board policies, chief's procedures, and where applicable, the police service's POU manual, training records, deployment records, and municipal agreements for sharing police services (which could be entered into between boards and/or the Commissioner under section 7 of the PSA, and now under section 14 of the CSPA). The Inspection also included an on-site component for the 11 police services that maintain their own POU. This included 10 municipal police services and the OPP, represented by all five of its operational regions:

**Fig 1: Map of Ontario police services that maintain a public order unit**



On-site assessments included interviews of board members and police service members, tours of police facilities, and checks of POU-issued equipment. The on-site inspections were generally one week in length, adjusting to accommodate operational needs of the police service when required. Each on-site inspection also consisted of a pre-brief with the Chief and/or their designated command staff, the board Chair or their designate, as well as a de-brief with the same individuals at the conclusion of the on-site inspection.

During the initial stages of the inspection, the IoP learned of the Ontario Public Order Hub model through the Ontario Public Order Advisory Committee (OPOAC), a subcommittee of the Ontario Association of Chiefs of Police (OACP). The Hub model is an initiative-taking approach to collaboratively coordinate planned public order deployments in Ontario and can also assist in coordinating deployments for unplanned POU events. The Hub model is an excellent example of the policing sector taking a leadership role in sharing resources, information and supporting the delivery of adequate and effective public order policing across the province. As the Hub model was outside the scope of this inspection, limited analysis was undertaken. However, the IoP can say that the Hub model does show promise with respect to coordination of POU response in Ontario and should continue to play this across-province coordinating role to support effective and responsive public order deployments.

## Changes to Ontario's Policing Legislation

As stated, on April 1, 2024, the CSPA came into force, repealing and replacing the PSA. Public Order Maintenance requirements under subsection 11(1) of the CSPA are comparable to the old subsection 4(2) of the PSA.

Ontario Regulation 392/23 is the *Adequate and Effective Policing (General)* Regulation under the CSPA, and replaces the previous regulation of this type under the PSA. Here, it is important to note, the content with respect to Public Order Maintenance has changed. Police service boards and services will need to be mindful of these changes as they review and revise their policies and procedures. These changes are highlighted within the “Our Findings” section of this report and **Appendix A: Comparison of Legislative Requirements for Public Order Maintenance**.

In addition, and importantly, similar to section 7 of the PSA, section 14 of the CSPA allows for a board or the OPP Commissioner to provide a policing function in an area for which they have policing responsibility by entering into an agreement with another board or the Commissioner to provide that policing function. Under the PSA, and we expect now under the CSPA, these agreements will allow one police service to provide its public order maintenance resources to a police service that does not have this dedicated capacity in circumstances where that policing function must be delivered.

# Key Highlights

## 1. In Ontario, POU deployments have increased 183.72 per cent between 2018 and 2022.

- There is a notable increase in public order deployments over the five-year period between 2018 to 2022 according to the data sample reviewed, as well as a continued increase in 2023 deployments, as revealed during the onsite interviews conducted during the inspection. Recent world events have had an unprecedented impact on the deployment of POUs<sup>11</sup>.
- With the recent increased demands, police services that have their own **POUs are actively looking to increase complements to balance potential officer fatigue and strain on current resources.**

## 2. There were no situations where current POU resources – either from the ‘home’ police service or a cooperating police service – were unable to respond within a reasonable amount of time.

- The CSPA now expands the criteria for what is a “reasonable time” to deploy POUs. Boards and services – both those with their own POUs and those who rely on other services for POU resources – should **analyze these new requirements to determine what a ‘reasonable time’ for POU deployment should be locally**, in different sets of public safety risk circumstances, in accordance with the new CSPA factors. Ultimately, going forward, it is the IG who will determine if the reasonable time standards are met.

## 3. In Ontario, public order maintenance is delivered through 11 dedicated POUs, which are currently provided across the province by ten municipal services and the OPP.

- At the time of this inspection, one additional municipal police service was actively working towards creating their own POU to become the twelfth in the province. This leaves **32 municipal police services in Ontario that rely on another police service to deliver this function** through an agreement with another police service. Of those police services, **28 rely on the OPP for POU services when required, with the remaining three having an agreement with another municipal service.** Beyond these agreements, the CSPA allows Chiefs the ability to request temporary

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<sup>11</sup> Under the former *Police Services Act*, POUs must be able to be deployed in a reasonable time. The now in-force *Community Safety and Policing Act* expands on this by requiring POUs to be able to be deployed in a reasonable time having regard to specific criteria that helps define the reasonableness requirement.

assistance in providing adequate and effective policing from another police service on an *ad hoc* basis, in the absence of such an agreement as required for events that may impact their resources (e.g., in April 2024, officials in Niagara Falls, Ontario were expecting up to one million visitors to witness a total solar eclipse directly over Niagara Falls<sup>12</sup>).

- This mechanism to access another police service's POU capacity on a temporary and *ad hoc* basis is particularly noteworthy for both the 28 police services that relied on the framework agreement with the OPP under the PSA, and those that sought the OPP's assistance outside of that agreement. For the years this report covers, 2023 and 2024, the OPP absorbed approximately 70% of the costs associated with its deployment of public order units to assist other police services. **The IoP was advised that the OPP is developing a new approach to assessing and evaluating the potential impacts of any new agreements on its ability to meet its own and others' demands.**
- **The 11 POUs in Ontario all met the minimum complement requirements as per the PSA.** Most services exceeded the minimum and had resources reflective of the size and needs of their communities. It was clear that many of the police services were in the process of selecting additional members to add to their public order strength to allow for increased demand, better down time, succession planning, and compliance with the new CSPA.
- With the addition of the twelfth police service, **every municipality that showed a need for deployments within the five-year window analyzed will have an operational POU.**
- As the demand for public order policing increases and is more complex in nature, there is benefit in exploring other potential service delivery, funding and deployment models over the short, medium and long-term to ensure Ontario's public order policing system remains responsive to public safety needs across a large and disperse geography.

#### **4. The inspection discovered a few challenges with respect to POUs throughout Ontario.**

- All Ontario police services staff their POUs by deploying police officers from their regular duties to this work as circumstances require. This model leads to increased strain on those officers who fulfill multiple functions, and results in other core policing functions – and the public that depend on them – suffering from gaps in service.

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<sup>12</sup> Niagara Falls Solar Eclipse, "April 8<sup>th</sup> Solar Eclipse in Niagara Falls" <https://niagarafalls.ca/pdf/eclipse/cnf-solar-eclipse-important-information-businesses-detailed.pdf>.

- With increased POU deployments, **officer fatigue is an ongoing challenge for some police services** and in particular POU members. This has also led to some **challenges with general recruitment of prospective new POU members**.
- The IoP found examples of outdated and/or **minor inconsistencies between the Chief's procedure and the local board's policy**, including three instances where either a policy or procedure was not maintained in compliance with the Regulation. This reinforces the importance that boards and Chiefs regularly review their quality assurance process relating to compliance with the legislation.
- Five police services **did not have a debriefing process** as suggested in the Ministry of the Solicitor General's PSM guideline. While this guidance was advisory in nature under the PSA, the requirement has now been prescribed in regulation under the CSPA.
- There were three police services that **did not address the circumstances in which a POU should be deployed in their procedure** as required by regulation. This requirement continues under the CSPA.

## 5. Police services are actively transitioning to new legislative requirements under the CSPA.

- While this inspection was conducted under the PSA between May 2023 and January 2024, **the inspection notes consideration of, and progress underway by police services concerning the new requirements under the CSPA**. Whether delivering public order services to another jurisdiction, or receiving public order services from another police service, police service boards should pay particular attention to ensure compliance with the new requirements for policing agreements under section 14 of the CSPA.





# Promising Practices and Recommendations

## 1. Ontario's Public Order 'Hub' model should be formalized and made permanent.

- The inspection noted an effective communication and coordination strategy throughout the province to mobilize public order deployments, known as the Ontario Public Order Hub. After the historic events in January of 2022 related to the Freedom Convoy, the OPP in collaboration with municipal police public order units, initiated the POU Hub model to ensure public order units could be concurrently deployed across the province in an integrated, strategic, and risk-based manner to prevent injury, preserve life, and protect critical infrastructure.

At the time of this inspection, the Ontario Public Order Hub included all 11 individual police service POUs within Ontario. These services are also represented at the OPOAC, a sub committee of the OACP. that meets regularly, and its members share recent public order experiences, best practices, upcoming service needs, and discuss how the various POUs can assist one another. We have learned that the success of the Hub model has generated interest by other police services outside of Ontario, including among the Canadian Association of Chiefs of Police.

- To expand upon this success, the **IG strongly recommends that the current Hub model to be formalized and enhanced to ensure its long-term sustainability, effectiveness and permanence. This includes:**
  - The Ministry of the Solicitor General considering making the Hub model a permanent entity within Ontario's public order maintenance system, through amendments to the relevant Regulations under the CSPA.
  - Establishing clear Terms of Reference for, and a defined access path to the Hub that would enhance its operation and ensure ease of access for police services across the province; and,
  - Formalizing the responsibilities for the Hub within the OPP, with an OPP representative serving as its Chair, and retaining the discretion of each Hub member to accept or not accept a specific request for POU assistance.

## 2. A standardized Public Order Risk Assessment Tool should be developed to support effective decision making for public order deployments.

- An additional area of standardization that could continue to drive improvements is **the development of an overall public order risk assessment tool to be used by all police services across the province.**
- A consistent assessment tool used by all Ontario police services would assist in decision-making standardization across provincial POUs that considers risk levels and appropriate levels of response. The tool should be designed in a way that takes relevant local factors into consideration, but the overall approach to how POU deployments and risks are determined should be consistent across the province.
- **The IG strongly recommends that the Ontario Public Order Hub and the Ministry of the Solicitor General collaborate in the development of this tool. Once a tool is developed, the IG strongly recommends that its consistent use by police services become a compliance requirement under the CSPA's Regulations.**

## 3. Additional training offerings should be made to assist police officers who engage in Public Order functions.

- Following the conclusion of the inspection, the IoP became aware that additional training was being provided to officers about the historical and political reasons behind recent protests. The IG is supportive of this supplemental training, as it may assist with supporting policing approaches that are culturally sensitive that further support effective communication and management during public order events.
- In addition, **the IG strongly encourages police services to continually access and contribute to the continued development of training to assist police officers performing public order functions in properly applying the full range of existing provisions in the *Criminal Code*, provincial law, and municipal by-laws in circumstances where hate-based offences and other offences related to protests, demonstrations and occupations are occurring.** While much attention is paid to the hate speech provisions in the *Criminal Code*, there are a range of other offence provisions that police could apply in appropriate protest, demonstration or occupation situations (e.g., mischief to property; mischief relating to religious and other property connected to an identifiable group; blocking or obstructing a highway; disguise with intent to commit an indictable offence; etc.).



#### 4. Specialized resources and technology should be further integrated into Public Order Response.

- Although it was not a focus, the inspection did note additional promising practices and resources utilized by Ontario's POUs:
  - Police Liaison Team (PLT) officers work with demonstration organizers or groups to maximize the peaceful facilitation of events. Police services that had PLT officers routinely expressed their value with regards to helping to manage public order events. This role was profiled during the 2022 Public Order Emergency Commission as being a front-facing tool to look at strategies, planning, and building front-end relationships with participants during demonstrations.<sup>13</sup> The inclusion of a PLT, with consistent training in building trust, engaging demonstrators, and understanding crowd-dynamics could provide a valuable tool for intelligence and managing demonstrations to ensure lawful, peaceful and safe events. Given their promising results and the importance of their role, the **IG recommends that chiefs of police embed PLTs into their public order training to support their readiness for integration into public order responses, where appropriate.**
  - Most POU services had external partners such as Fire services, Paramedic services, and other medical professionals. Partnering with external emergency services and medical professionals required enhanced training but increased public and police safety during deployments. The police services that did use Fire and Emergency Medical Services (EMS) in particular spoke of their positive contributions to their POUs. **The IG is supportive of police services continuing to develop and enhance their partnerships with external emergency services and medical partners and recommends that Memoranda of Understanding (MOUs) detailing the nature and expectations in these partnerships become a body of work that the Ontario Public Order Hub explore with these external partners, with assistance from the Ministry of the Solicitor General.** The IG also recommends to the Ministry of the Solicitor General that **these MOUs eventually become a compliance requirement contained in Ontario Regulation 392/23 *Adequate and Effective Policing (General)*.**
  - Finally, the inspection noted that POUs are utilizing a blend of new and old technology, with the use of Remotely Piloted Aircraft Systems to issuing fluorescent ball caps to their POU members on the ground, all with the aim to improve visibility and the management of POU operations.

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<sup>13</sup> Public Order Emergency Commission, "Interview Summary: Inspector Marcel Beaudin (Ontario Provincial Police), February 17, 2023, <http://publicorderemergencycommission.ca/files/exhibits/WTS.00000037.pdf>

# Our Findings

## Police Service Board Policy

### Provincial Compliance Requirements

Section 18(1) of the PSA's Ontario Regulation 3/99 *Adequacy and Effectiveness of Police Services* required a police service to have a POU, or instead of having its own POU, section 18(2) permitted a board to enter into an agreement to have the service of public order provided by another police service. Regardless of whether the police service maintains its own POU, Section 29 of the Regulation required a board to have a policy on POU services.

The ministry guideline, PO-001, included a recommended sample board policy for both contracted delivery of public order maintenance policing, or for a direct, combined, regional or cooperative delivery method. The sample policy included elements for the board to give direction to the chief on the method of POU services, composition, reasonable time for deployment, equipment, and training. Alternatively, where a board has an agreement to receive public order maintenance from another service, the sample policy suggests identifying the contracted board and including directions to the chief to establish procedures in consultation with the chief of the police service being contracted to provide the services of POUs.

The requirement for a board to have policies with respect to public order maintenance is continued, with modifications under the CSPA and its regulations, including the requirements that all board policies must be publicly posted.

### The IoP's Findings

The inspection found that 10 board policies had not been reviewed or revised since they were initially created and/or had minor inconsistencies with the other documents, including board agreements or chief's procedures. Of that number, seven were boards that did not have their own POU and relied on a police service agreement under section 7 of the PSA.

Our inspection found that most boards appear to either copy the sample board policy from the PSM verbatim or had used a board policy from a comparable board. While the sharing and access of these templates is a good practice to drive some standardization and consistency for certain components (particularly as some boards do not all have full-time, professional policy staff) it does reveal risks of complacency and lack of oversight resulting in a policy that provides little or no relevant local governance direction to the chief. Put another way, to the extent that a board policy is legally

required to govern the operational decision-making of the chief, governance done this way is weak, at best. One example that may seem minor, but is illustrative, is a board policy that references the police service from which the policy was obtained, rather than naming the police service for which the board has governance responsibility.

Further, of the three board policies whose services maintain their own POU, the inspection found minor inconsistencies, mainly around the naming of their POU. For example, over the years, POUs have been renamed several times, such as Crowd Management Units, Public Safety Units, Public Safety Teams, among others. Some of the board policies referenced their services POUs by a previous name and not the name currently used. Again, while a minor issue on its face, this highlights deficiencies in the board's approach to reviewing, updating, and assuring the quality of its policies in providing appropriate governance to the Chief, and through them, to the service. Of course, where similar minor issues exist due to lack of regular review and updating of governance, the potential for a more significant governance gap to manifest becomes more probable.

In analyzing this further, the inspection noted that several of the board policies had a review date scheduled. However, upon further inquiry many of those policies had not been reviewed as per their schedule. It is essential that boards follow a process to review and update board policies on a regular schedule. However, despite these minor inconsistencies and/or lack of review, the issues identified did not appear to impact police operations as required under legislation.

Boards should have a process to continually review their policies with regards to updates that may flow from new or amended legislation, or in response to local issues and experiences that give rise to a need for governance reform. The Chief should be engaged and consulted in the board's policy-making work, as the governance infrastructure boards put in place through policy sets parameters on the Chief's operational mandate.

## Recommendation 1:

### Boards should update public order maintenance policies to create more effective governance

Boards should **review and update their public order maintenance policies in light of new requirements in the CSPA and its regulations**. More specifically, boards must maintain up to date policies for every matter that a chief is required to establish procedures for maintaining the public peace under section 8 of Ontario Regulation 392/23: *Adequate and Effective Policing (General)* of the CSPA.

As part of the strategic planning requirements, boards whose service maintains a POU, and the OPP Commissioner, must ensure adequate resource planning of public order services. **Greater analysis of deployment trends, assistance requests, public order intelligence, current capacity training and equipment requirements will assist to understand operational needs for police service board budget and resource decisions.**

To support the discharge of the board's responsibility to ensure adequate and effective policing is provided within its jurisdiction of responsibility, those public order maintenance policies should include ongoing communication with, and reporting by, the chief in relation to significant public order events. Among other things, this may include **annual reporting on the use of a POU by the service, or in support of another service, as well as trends in the delivery of public order maintenance policing**, so the board can continue to monitor the delivery of adequate and effective policing and apply this information to board decision-making (e.g., operating and capital budget decisions).

To maintain the accuracy and relevance of its policies, boards should have a process to **continually review** their public order maintenance policies to ensure they can account for evolving community needs and continued compliance with the CSPA and its regulations.

## Police Service Agreements

### Provincial Compliance Requirements

As previously noted, section 18(2) of Ontario Regulation 3/99, under the PSA, allowed a board to enter into an agreement, pursuant to section 7 of the PSA, to provide the services of a POU through another police service or on a combined, or regional, or co-operative basis. This is a sensible legislative approach that means a smaller police service does not have to operationalize its own POU, so long as it has the necessary agreement in place to access a POU from another police service when public order maintenance is required.

The ability to enter into an agreement with another police service board, or the OPP to provide public order maintenance is continued, with modification, under section 14 of the CSPA and its regulations.

## **The IoP's Findings**

Currently in Ontario, public order maintenance is delivered through 11 dedicated POUs provided across the province by 10 municipal services and the OPP. At the time of this inspection, one additional municipal police service was actively working towards creating their own POU and will become the twelfth in the province. This translates into 32 municipal police services in Ontario that rely on another police service to deliver this function through a police service agreement. Of those services, 28 rely on the OPP for POU services, with the remaining have an agreement with another municipal service. Of the police services that rely on the OPP for POU capacity, none of the 28 police services are charged back for the OPP's assistance.

The IoP confirmed that each of the 28 municipal police service boards had entered into an agreement (under the PSA) with the OPP to have the services of a POU provided to their police service. This agreement, referred to as the Framework Agreement, commenced in 2001, for a term of five years, with an option for renewal for another five years. In 2013-2014, the OPP issued letters to all boards that had this agreement to indicate that the OPP would continue to provide the services listed within, including that of a POU. The IoP received confirmation that the OPP will continue to provide these services until revised police service agreements are implemented in accordance with the new requirements of section 14 the CSPA. Some of the 11 operational POUs police services also maintained an agreement with other boards or with the OPP to augment their own local capabilities.<sup>14</sup>

As Ontario has now transitioned to the CSPA, the IoP stresses the importance for the 33 municipal police services relying on another services' POU have their boards review their policies and policing agreements, with particular attention to ensure compliance with the new requirements for policing agreements under section 14 of the CSPA, and put the necessary new agreements, board policy, and Chief's procedure(s) in place to ensure they continue to have a legal mechanism for the provision of public order, whether through another board or the OPP Commissioner. This same analysis and updating also applies to those police services that do have their own POUs, but also have agreements with other police services for assistance to augment their own police services capabilities. The requirements for these CSPA section 14 agreements are

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<sup>14</sup> It should be noted that section 19 of the CSPA has a mechanism whereby any board may request temporary assistance from another board, the Commissioner, or an entity that employs First Nations officers.

outlined in subsection 14(6), with further details found under Ontario Regulation 398/23 – *Alternative Provision of Police Functions*.

While undertaking a review of their existing policies, boards also need to recognize the increased demands for public order when entering an agreement to receive services or to deliver services to another board. This is particularly noteworthy for the 28 police services that relied on the framework agreement with the OPP under the PSA. The IoP was advised that the OPP is developing a new approach to assess and evaluate the potential impacts of any new agreements on its ability to meet its own and others' demands. The IoP commends this, as it will provide both the OPP and those police services that currently rely on the OPP for public order support a realistic supply versus demand picture. Alongside the OPP's ongoing evaluation, boards should also consider potential capacity issues given how many services the OPP supports from a public order perspective. Boards, in close consultation with their Chief, may wish to consider other police services as alternative options to the OPP when considering entering into an agreement for POU services. By law, boards are required to ensure adequate and effective policing for the local community the police service delivers policing to. An adequate level and effective operation of public order maintenance (or under the CSPA, maintaining the public peace) is one of the core policing functions boards are responsible for ensuring the adequate and effective delivery of. This includes adhering to the standards set out in Ontario Regulation 392/23 *Adequate and Effective Policing (General)* for minimum complement capacity and ability to deploy in a reasonable time. A proper assessment of how well previous arrangements are meeting evolving needs in this area, as well as the Chief's operational perspective, will assist boards in evaluating whether current arrangements should be maintained, or new/enhanced arrangements should be considered. Given the IG's mandate to monitor the delivery of adequate and effective policing across the province, this will inevitably be an area that the IoP will continue to pay attention to – including by obtaining and analyzing data related to POU demand, POU supply and the ability of the provincial POU model to meet the whole-of-province need.

The increased demand in public order has also seen police services more proactively addressing issues arising from multi-jurisdictional and prolonged public order events, which has led to the Ontario Public Order Hub model to support the coordination and facilitation of information sharing among all of Ontario's POUs.

## Recommendation 2:

### Boards should enter into section 14 agreements to ensure adequacy of POU resources

**Where a police service does not maintain its own POU, the board must ensure it has a valid agreement in place, in compliance with section 14 of the CSPA,** to have another board or the OPP Commissioner provide POU services.

Boards should ensure they update any previous agreement under the PSA to comply with section 14 of the CSPA and applicable regulations. This should be undertaken after thorough consultation with the chief, with consideration for what a **‘reasonable time’ for POU deployment should be locally**, in different sets of public safety risk circumstances, having regard to the new CSPA factors, namely:

- i. the policing needs of the community,
- ii. the geographic and socio-demographic characteristics of the police service’s area of policing responsibility,
- iii. the total population and population density of the police service’s area of policing responsibility,
- iv. the presence of critical infrastructure in the location where the POU is to be deployed,
- v. information about public order incidents in the police service’s area of policing responsibility within at least the previous three years, including information about the scope and severity of the incidents, and,
- vi. best practices in relation to response times for POUs.

Boards and Chiefs should also consider past/current practice and known or predictable capacity issues (informed by data and trend analysis) that may arise from the ability of the police service that historically provides POU services to meet current and evolving demands. A copy of any policing agreement made under section 14 must be provided to the IG.



# Chief of Police Procedures

## Provincial Compliance Requirements

Section 19 of Ontario Regulation 3/99: *Adequate and Effectiveness of Police Services*, of the PSA, requires the Chief to establish procedures on POU services that:

- set out the circumstances in which a POU, or a squad within a unit, may be deployed;
- require that if the police service maintains its own POU, the police service's procedures on public unit services are contained in a manual that is available to all members of the unit; and,
- ensure that a person who is a member of a POU has the knowledge, skills and abilities to provide that service.

The PSM guideline, PO-001, also provided advice on what the procedures, public order manual, and skills development and learning plan should address, along with a list of designated equipment and facilities.

While our inspection largely found chief's procedures to be compliant with PSA regulatory requirements, the IoP found some instances requiring attention or further consideration, including:

- inconsistencies within the procedures;
- no procedural steps outlining a debriefing process;
- not providing circumstances in which a POU can be deployed; and,
- instances of not maintaining a Public Order Manual.

The requirement for the chief to establish procedures on public order maintenance is continued, with modification, under the CSPA and its regulations. Multiple advisory features from the PSM are now prescribed requirements for the purpose of establishing written procedures on public order maintenance, including, but not limited to:

- debriefing a public order incident; and
- setting out circumstances for deployment.

Both are important elements, and the current state of compliance in relation to them, are discussed further in this section.



## The IoP's Findings

### *i) Inconsistencies*

Our inspection found four police services with inconsistencies in their respective Chief's procedure. The inconsistencies were minor in nature (such as the Chief's procedure not referring to its own police service, but to the originating service that provided its procedure) and appear to be a result of copying verbatim the police service guidelines provided in the PSM or from a chief's procedure from another service.

There was also an example of references to other procedures that have since been renamed or assigned updated reference numbers. Similar to issues identified in board policy, these inconsistencies signal gaps in the service's quality assurance process and suggest that further internal assessment is required to ensure regular maintenance of procedures that align with board direction and police service practice. While the minor inconsistencies and/or lack of review did not appear to alter the understanding of the Chief's procedure and did not impact police practices, it signals a lack of attention to details that can matter. This attention to detail is important: it ensures the service will identify more significant issues and adjust to address them before they manifest into more serious problems that can disrupt the effective delivery of policing locally.

Our inspection also noted that several procedures from different police services had a review date scheduled, however, upon further inquiry, we determined that many of those procedures had not been reviewed in line with this schedule. It is essential that police services follow a process to review and update procedures on a regular schedule.

### **Recommendation 3:** **Chiefs should review and update their public order maintenance procedures to ensure compliance**

**Chiefs should review their respective public order maintenance procedures through the lens of the CSPA** to ensure consistency and accuracy with their service delivery practices for maintaining the public peace.

Chiefs should implement a process to **continually review** their procedures to ensure they maintain focus on the evolving community needs and continued compliance with the CSPA and its regulations, as well as board policy.

## ***ii) Debriefing Process***

Continuous improvement in police service delivery comes with honest evaluation of what worked well, and what could be improved. When it comes to policing operations, debriefing practices allow for a deconstruction that can highlight strong practices and areas for improvement. Ensuring a debriefing process is captured in the procedural steps following all major incidents in which a POU is deployed is vital. However, our inspection found the Chief's procedures of five police services did not include a debriefing process.

While the incorporation of a debriefing process following all major incidents within the Chief's procedures and public order manual was discretionary under the PSA, the requirement for debriefing a public order incident is now mandatory and regulated in Ontario Regulation 392/23 of the CSPA under subsection 8(3). A robust debriefing is required following the deployment of a POU that must include the preparation of a summary of information regarding the incident, analysis of the outcome of the incident including what worked well and recommendations for improvements and matters to be addressed through changes to procedures or training.

The five police services that did not have a debriefing process outlined in their Chief's procedure were services that did not have their own POU and relied on agreements with another police service or the OPP Commissioner to provide POU services. Regardless of whether the police service has their own POU, the legal requirement for a debriefing process to be part of the service's procedure does not depend on which service is responsible for the deployment of the POU. Although one service may rely on another for the POU itself, the local service of jurisdiction must still assess its own decision-making to access that POU and then evaluate the delivery of public order maintenance locally. The IoP did find that all 11 police services that maintain their own POU had a debriefing process included in their Chiefs procedure. Interviews with members of police services confirmed that a debriefing was conducted at the conclusion of each POU deployment. Debriefs are also shared at OPOAC meetings where the group shares any tactics observed or used that assisted in resolving the incident. Debriefs are discussed at every quarterly meeting.

## Recommendation 4:

### Chiefs should ensure that procedures include a debriefing within the police service following a public order incident

**Chiefs should review procedures to ensure they include a debriefing of public order incidents within the police service following the deployment of a POU** (regardless of whether they utilized their own POU, or a POU from another police service accessed through an agreement), as now required under section 8 of Ontario Regulation 392/23: *Adequate and Effective Policing (General)* of the CSPA.

The **debriefing process should include**, at a minimum, a summary of information regarding the incident, including:

- i. the nature of the incident;
- ii. the date, time, and location of the incident;
- iii. the environment in which the incident occurred; and,
- iv. the details on the response to the incident by the POU. The debriefing should also include an analysis of the outcome of the incident, including what operationally worked well, as well as recommendations for improvement, as well as matters to be addressed through changes to procedure and training.

While the term “following the deployment” suggests that the debriefings occur soon after a POU deployment is possible, there may be instances where there is reason to believe that a public order incident may give rise to the Special Investigations Unit (SIU) invoking its mandate. **In those instances, the police service should liaise with the SIU to determine whether a debriefing could complicate their investigation into the incident and should therefore be delayed.**

Note, the debrief mentioned above refers to an internal process within the police service. These are distinct from after incident reporting requirements found under Ontario Regulation 393/23 *Active Attacker Incidents* and the Extreme Incident Response Plan, referenced under Ontario Regulation 392/23 *Adequate and Effective Policing (General)*.

Furthermore, **through the Ontario Public Order Hub, the sector is encouraged to facilitate the sharing of in-service debriefs** so that different POUs can learn from tactical examples applied, with a focus on assessing future needs and enhancing interoperability in joint service public order deployments. **This information should also be shared with the Ontario Police College to assist in the continuous improvement of its POU training curriculum.** This will improve future practices and operations in POU tactical decision-making across the province.

### ***iii) Circumstances for Deployment***

There were three police services whose Chief's procedures were found non-compliant with the requirement to identify circumstances in which a POU may be deployed. The three police services did not have their own POU and all of them relied on a PSA section 7 of the agreement.

Again, regardless of whether the police service has its own POU or relies on an agreement with another board to provide POU services, subsection 19(1) of Ontario Regulation 3/99: *Adequate and Effectiveness of Police Services* under the PSA required every Chief to, "...establish procedures on public order unit services which set out the circumstances in which a public order unit may be deployed." The inspection did find that police services that maintained their own POUs were all compliant with this requirement.

Of note, this requirement is further expanded under the CSPA Ontario Regulation 392/23 to now require that the Chief establish procedures respecting the deployment of a POU for both planned and unplanned incidents, including setting out the circumstances for deployment, specifying the process for authorizing deployment, and identifying operational responsibility for authorizing deployment. The IoP encourages these procedures to also include a consistent assessment tool used by police services in evaluating the risk level and an appropriate level of response, including whether to request temporary public order assistance from another service.

## **Recommendation 5:**

### **Chiefs should include deployment circumstances in POU procedures, and the sector should develop a standardized risk assessment tool for effective POU deployment decision-making**

**Chiefs should review their procedures to confirm they include a catalogue of circumstances in which a POU should be deployed.** More specifically, the procedures should address the deployment of a POU for planned and unplanned public order incidents, including setting out circumstances for deployment, specifying the process for authorizing deployment, and identifying operational responsibility for authorizing deployment.

**The Ontario Public Order Hub and the Ministry of the Solicitor General sector is encouraged to collaborate on the development of a single risk assessment tool to standardize the factors and risks to be considered for POU deployments in Ontario.** The tool should guide decisions around consistent relevant points and should support and not run contrary to the Chief's ultimate authority of deciding whether and how to deploy a POU locally.

Upon completion of this work, **police services that maintain a POU are further encouraged to incorporate the risk assessment tool into their procedures** as part of their decision-making process to determine the risk level and an appropriate level of response, including whether to request assistance from another service through an agreement or temporary assistance under section 19 of the CSPA.

**Once a tool is developed, the IG strongly recommends of its consistent use by police services to become a compliance requirement under the relevant CSPA Regulation.**

#### ***iv) Public Order Manual***

Up until April 1, 2024, police services were required to ensure that procedures on POU services were contained in a manual made available to all members of the POU. This requirement was contained within Ontario Regulation 3/99: *Adequate and Effectiveness of Police Services* of the PSA, and further guidance on the content of the public order manual was provided in the PSM.

While the requirement to maintain a manual is no longer prescribed under the CSPA, the IoP does note considerable value in maintaining a public order manual that is available to members of the POU. The IoP recommends that police services that maintain their own POU continue the practice of maintaining a public order manual that is specific to the individual police service. The manual should include the guideline items that were listed in the PSM public order guidelines (PO-001), such as:

- the unit's mandate, functions, and members' responsibilities;
- deployment and reporting relationships;
- command and control;
- communications with unit members;
- crowd management procedures, including response levels and negotiation;
- incident assessment;
- provision and use of equipment;
- operational training;
- the circumstances and processes for liaising with appropriate officials for the purposes of Sections 63 - 68 of the *Criminal Code of Canada*, regarding unlawful assemblies and riot situations;
- use of training, operational and equipment logs;
- debriefing process; and,
- the selection process for members of the POU to ensure that the members have the knowledge, skills and abilities to provide the services of the POU; and,
- the recording and reporting of incidents involving a POU.

## **Recommendation 6:**

### **Chiefs should ensure their POU manuals are maintained, up to date and reflect guidance from the Ministry of the Solicitor General**

Chiefs of police services that have their own POU should **continue maintaining a public order manual and making it available to all members of the POU**. This manual should be specific to needs and procedures of individual police services that have a POU, with consideration to include common training provided by the Ontario Police College and other provincial initiatives.

It is recommended that the content of the public order manual continue to reflect guidance from the Ministry of the Solicitor General's PSM public order guidelines (PO-001), until such time that updated guidance may be provided.



## Recruitment and Training

### Provincial Compliance Requirements

Section 18(3) of PSA Ontario Regulation 3/99 requires every POU to consist of a unit supervisor and at least four squads of seven officers, including a squad leader.

In addition, section 33(c)(iii) of the Regulation requires every police service to have a skills development and learning plan that addresses members of a POU.

Complement requirements for POUs have increased under the CSPA Ontario Regulation 392/23 and its regulations, with standardized initial and ongoing training now prescribed under regulation. Further details concerning these requirements are included under the Deployment section of this report.

### The IoP's Findings

At the time of the inspection, police services with a POU appeared to have a sufficient number of trained POU members, with many services indicating ongoing efforts to expand on their own complement of POU members. Basic POU member training is now mandated under the CSPA to be delivered by qualified instructors through the Ontario Police College (OPC). Previous training was provided by the individual police services and was developed with input from the OPOAC. Importantly, this previous training was part of the foundation of the new OPC curriculum.

All the POUs work closely together with respect to training. A basic public order training class will be hosted by a police service and will quite often consist of members from different police services. In addition, the OPOAC supports the communication of training details to support ongoing training needs.

Additionally, another finding indicates that through the inspection that there are smaller to mid-size police services that, although they do not maintain their own POUs, are providing a limited number of members with POU training. Those police services do not have the resources to provide a complete POU on their own but utilize trained members to complement other police services that do have a POU. We remind boards and services that, while combining resources with another service is permitted, the combined POU must comply with legislation, including training and equipment standards.

## **Recommendation 7:**

### **Police services should access supplementary training relevant to POU context and this training should be centrally coordinated to best prepare Ontario POUs**

The CSPA now requires that every police officer assigned functions of a POU must complete mandated training provided by OPC. OPC now provides training on safe crowd management and maintaining public order, supervision of a POU and tactical command. **In addition, police services are encouraged to continue additional, ongoing joint training and learning between services. It is recommended that such initiatives be identified centrally and coordinated through the Ontario Public Order Hub.**

Further, **services should consider supplementing mandated training with education that is specific to the context in which they are policing.** For example, further education to improve relations, foster cultural understanding and historic injustices experienced by Indigenous communities, and the historic and/or geo-political subtext driving current demonstrations and protests, may assist with approaches that are culturally sensitive to further support effective communication and management of such events.

Police services should continually access and contribute to the **continued development of training to assist police officers performing public order functions in properly applying the full range of existing provisions in the *Criminal Code*, provincial law, and municipal by-laws** in circumstances where hate-based offences and other offences related to protests, demonstrations and occupations are occurring.

These **events are not confined to Ontario but often cross provincial boundaries**, requiring coordinated responses across the country. This underscores the importance of ensuring that Canadian, provincial, territorial, and municipal laws strike a responsive balance between the public's freedom of expression and assembly and the right of others to conduct their activities safely. Accordingly, the **Ministry of the Solicitor General should engage provincial, territorial, and federal governments to review the legal framework governing protests in Canada to ensure this framework remains relevant and responsive, having regard to more recent experience and learnings across the country. This review should consider expertise from a range of sectors that can provide advice, including policing, legal, civil liberties, and other sectors.**

# Equipment

## Provincial Compliance Requirements

Section 38 of the PSA Ontario Regulation 3/99: *Adequate and Effectiveness of Police Services* requires that a municipal police service shall be provided with adequate equipment and facilities. Guidance about public order equipment was provided in the PSM under the ministry's Designated Equipment List. However, the quality, age, and manufacturer of the equipment varied from service to service. Therefore, the equipment issued and available to POU members across the province varies considerably.

While the ministry's Designated Equipment List in the PSM is advisory only, Ontario Regulation 392/23 of the CSPA now has a prescribed list of required equipment as of April 1, 2025 (the Regulation builds in a transition timeline for the acquisition of this required equipment).

## The IoP's Findings

Although the equipment used by different POUs is similar in type – for example, shields, batons, helmets, etc. – it is the manufacturer of the equipment that varies considerably from police service to police service. With that comes different manufacturers' recommendations with respect to maintenance, longevity, and overall state of the equipment. Given the varying recommendations from manufacturers, it is critical that police services track and test the equipment on a regular basis and consistent with manufacturer's recommendations, to maximize officer safety and instill user confidence in the equipment.

At the time of this report, global economic uncertainty is impacting material costs and supply chains. Police services are not immune to these impacts. Rising material costs may impact the manufacturing and availability of public safety equipment. Given the significance of this issue and the importance of ensuring policing equipment is available to Ontario services, the Ministry of the Solicitor General, the OACP, and the Ontario Association of Police Service Boards (OAPSB) should monitor supply chain issues and engage other orders of government where their jurisdiction may assist in resolving issues that arise.

## **Recommendation 8:**

### **Chiefs should maintain a system for tracking issued protective apparel and equipment**

**Chiefs should maintain a system for tracking issued protective apparel and equipment in a manner that is consistent with the manufacturers' suggested specifications**, and regularly **inspect and re-assess** the equipment according to manufacturer specifications to ensure its ongoing effectiveness.

Furthermore, **the Ministry of the Solicitor General, OACP, and OAPSB should collaboratively monitor supply chain impacts to ensure police services can procure the necessary public order equipment** prescribed under Schedule 1 of Ontario Regulation 392/23 *Adequate and Effective Policing (General)* and engage other orders of government where their jurisdiction may assist in resolving issues that arise.

The PSM guideline for public order also suggested that POU members' emergency medical information be made available for rapid information sharing in appropriate situations. However, our inspection revealed that not all POU members had put in place an approach to facilitate this sharing of medical information. That said, many services require the POU member to carry their own medical information in a consistent location of their uniform (for example, front body armour pocket).

With the surge in POU demand and more multi-jurisdictional deployments, there is increased risk and concern with regards to potential delays in finding emergency medical information in a timely manner – especially if the approach to facilitating quick access to this information varies from service to service. The IoP strongly urges the POU sector, through the Ontario Public Order Hub, to agree upon a consistent format and location for the carrying and access to this information. This will ensure minimal delay in retrieving such vital information, even during combined and cross-jurisdictional events. To mitigate privacy concerns, the information should be secured by the individual in the prescribed location upon their own uniform, only to be drawn upon in the event of a medical emergency.

## **Recommendation 9:**

### **All Ontario POUs should ensure consistent location and access to medical information for members**

**Chiefs should ensure that all POU members' emergency medical information be carried in a consistent location for rapid sharing in emergency situations.** The sector is encouraged to ensure that all POUs agree to a consistent format and location of medical information to ensure minimal delay in retrieving such vital information, particularly during combined and cross-jurisdictional events. To mitigate privacy concerns, the information should be secured by the individual in the prescribed location of their uniform only to be drawn upon in the event of a medical emergency.

The **POU sector, through the Ontario Public Order Hub, should agree on a consistent format and location for the carrying and access to this information** and work to facilitate the integration of the agreed-upon approach across all Ontario POUs.

## **Deployment**

### **Provincial Compliance Requirements**

Section 18(3) of PSA Ontario Regulation 3/99 required that every POU, whether maintained by one police force or on a combined or regional or co-operative basis:

- a) shall consist of a unit supervisor and at least four squads of seven officers, including the squad leader; and,
- b) must be able to be deployed in a reasonable time.

The CSPA has expanded slightly the complement requirement with Ontario Regulation 392/23, stating that a POU shall have the capacity to deploy to a public order incident, at a minimum, a section of the unit consisting of,

- a) at least 32 police officers, including a section leader; and,
- b) a public order commander.

The CSPA requirements also now identify considerations that bear on the reasonable time for deployment criteria for POUs, stating that the POU must be able to be deployed in a reasonable time to ensure:

- the policing needs of the community;
- the geographic and socio-demographic characteristics of the police service's area of policing responsibility;

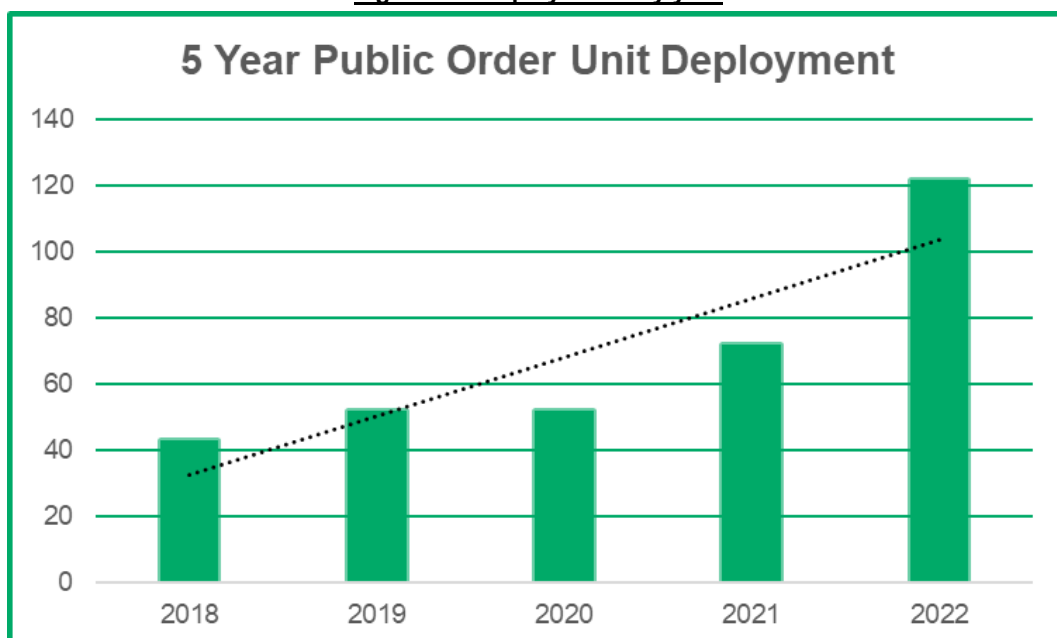
- the total population and population density of the police service’s area of policing responsibility;
- the presence of critical infrastructure in the location where the POU is to be deployed;
- that information about public order incidents in the police service’s area of policing responsibility within at least the previous three years, including information about the scope and severity of the incidents; and,
- best practices in relation to response times for POUs.

## The IoP’s Findings

Our inspection revealed that there is a 184 per cent increase in POU deployment in Ontario between 2018 and 2022 (see “Fig 2”). Recent world events have had an unprecedented impact on the deployment of POUs. With the increased deployments of POUs over the last five years, many Chiefs, the OPP Commissioner, and boards are becoming more focused on the increased demands on their POU members. These events, and the public order maintenance they require locally, significantly impact police resources and budgets. Importantly, our inspection revealed that despite this increase in demand, there have been no situations where current POU resources were unable to deploy within a reasonable amount of time.

The IoP takes note that police services that have their own POU are actively looking to increase complements to balance potential fatigue of current resources, especially as members are redeployed from their regular duties to POUs. In other words, the long-term sustainability of the current resource landscape is a matter that requires ongoing attention.

**Fig 2: POU deployments by year**



### ***i. Composition of a Public Order Unit***

As previously noted, under the PSA a POU had to consist of a unit supervisor and at least four squads of seven officers, including the squad leader (28 police officers in total). Under the CSPA, a POU must now deploy, at a minimum, a section of the unit consisting of at least 32 police officers, including a section leader, and a public order commander. POU commanders that were interviewed recognize the change in POU composition from the PSA to the CSPA. Additionally, some services are taking proactive steps to augment their current public order complement through other emergency response units that take part in annual public order maintenance training and can be more readily deployed to augment their numbers.

### ***ii. Deployment in a Reasonable Time***

The IoP recognizes that the requirement to deploy a POU within a “reasonable time” necessarily includes subjective determinations. There is no set requirement – in terms of hours within which deployment must occur – to use as a benchmark. The varying geography within the province will interpret that what is reasonable in one context, may not be reasonable in another context. For example, what might be considered a reasonable deployment time within an urban centre may not be reasonable for deployment in rural areas of the province.

POU members were asked in their interviews about their ability to deploy in a reasonable time. The inspection revealed no situations where current resources were unable to react within what the IoP considers a reasonable amount of time, having regard to the factors now applicable through the CSPA. Operational POUs are constantly in contact with each other, including through the Hub, to minimize any potential delays in required deployment.

As mentioned above, subsection 18(3) of the now revoked Ontario Regulation 3/99 only required POUs to be “able to be deployed in a reasonable time.” The CSPA expands on this by requiring POUs to be able to be deployed in a reasonable time having regard to specific criteria that helps define the reasonableness requirement. The IoP strongly suggests that these new requirements should spur analysis and collaboration by boards and services across the province – both those with their own POUs, and those that rely on other services for the POU resources. Boards and services should work to determine what a ‘reasonable time’ for POU deployment should be locally, in different sets of public safety risk circumstances, with consideration of the new CSPA factors. Those services that rely on another’s POU should necessarily integrate that service into this analytical process so that that service’s capacity issues are taken into account. Of course, ultimately, the IG is mandated under the CSPA to determine whether the ‘reasonable time’ standard is met in a specific situation, either in response to a public



complaint, a proactive inspection, or a determination under section 20 of the CSPA about the adequacy and effectiveness of policing locally. That said, boards and chiefs collaborating in determining local service standards for POU deployment is both consistent with boards' governance role and may well inform any evaluation the IG ultimately conducts.

When it comes to real-time deployment, our Inspection found that different police services use different platforms to notify members of public order events and that both on-duty and off-duty members are required. Although there are different platforms used, they were all effective platforms that addressed unique local needs to facilitate POU deployment in a reasonable time.

Services are encouraged to go beyond the minimum and find ways to incorporate effective planning, intelligence-gathering and analysis resources when preparing to deploy for a particular public order event. During the inspection, the IoP was impressed by the work of PLTs. A more organized PLT network between services could share intelligence, identify collaborative strategies to engage demonstrators, and promote education on issues relevant to the public order context.



## **Recommendation 10:**

### **To ensure POUs can deploy at a reasonable time, Boards and Chiefs should consider the factors under the CSPA and build capacity of PLTs to support planning strategies, as appropriate**

**Police service boards should confirm with their Chiefs that the service is, at a minimum, and pursuant to subsection 7(2)(1)(i) of Ontario Regulation 392/23 of the CSPA, meeting the deployment requirements in terms of the complement of their POU.** This includes deploying a minimum of one section consisting of 32 police officers including a section leader and a POU commander in a reasonable time.

**Boards should ensure that a POU is able to be deployed in a reasonable time, having regard to the new factors set out in the CSPA, namely:**

- i. the policing needs of the community,
- ii. the geographic and socio-demographic characteristics of the police service's area of policing responsibility,
- iii. the total population and population density of the police service's area of policing responsibility,
- iv. the presence of critical infrastructure in the location where the POU is to be deployed,
- v. information about public order incidents in the police service's area of policing responsibility within at least the previous three years, including information about the scope and severity of the incidents, and,
- vi. best practices in relation to response times for POUs.

**The IG encourages services, boards and stakeholders to cooperate in developing some type of analytical approach to determining what a reasonable time is.** The IG would ultimately determine in the future whether the reasonable standard is met, but a cooperative approach now can assist in creating some consistency in the model.

In addition, PLT network between services could, where appropriate, share intelligence, combine strategies to engage demonstrators, promote education and work towards lawful, safe and peaceful events. To aid in this approach, **Chiefs of Police are encouraged to embed PLTs into their public order training to support their readiness and involvement in public order responses, where appropriate and at the discretion of the service.**

Furthermore, **the Ministry and Chiefs of Police should collaborate to ensure consistent training for PLTs across the province to support interoperability between services on joint service public order responses.**

### ***iii. Embedded Fire and Paramedic Emergency Medical Services***

The IoP observed that many POUs effectively embed fire and paramedic services as part of their POUs. These fire and paramedic members receive initial training and participate in annual POU training. Recognizing this could be more challenging for fire and paramedic participation in regional services and for the OPP, those that do have fire and paramedics embedded in their POUs speak favorably of their involvement and increased public and police safety during deployments. Although not mandated, continued work by police services to include and integrate these vital partners enhance a police service's ability to more fulsomely respond to public and officer safety issues that can arise in public order maintenance deployments.

## **Recommendation 11: Police Services should continue developing and enhancing their partnerships with local Fire and Emergency Medical Services to facilitate integration into their public order deployments, as appropriate**

Most POU services had external partners such as fire services, paramedic services, and other medical professionals. The services that did use fire and EMS spoke of their positive contributions to their POUs and the enhancements they bring to public and police safety.

**Chiefs of Police should continue developing and enhancing their partnerships with external emergency services and medical partners through integrated training, where feasible.**

**The Ministry of the Solicitor General should also examine options to coordinate and enhance the integration of Fire services in public order deployments, as appropriate.**

**The Ontario Public Order Hub should explore putting in place a MOU detailing the nature and expectations of these partnerships. The IG also recommends to the Ministry of the Solicitor General that if the Hub is able to develop a model MOU, these MOUs become a compliance requirement contained in Ontario Regulation 392/23 *Adequate and Effective Policing (General)*.**

#### ***iv. Ontario Public Order Hub Model***

During the events in 2022 related to the Freedom Convoy, the OPP was required to respond to many convoys, demonstrations, and blockades that were consistently and repeatedly emerging in communities across Ontario. This included requirements to concurrently deploy public order units to large scale protests occurring simultaneously in Ottawa, Toronto, and Windsor.

To effectively manage the simultaneous public order events, coordinated support was required from municipal police, the OPP, and RCMP public order units.

As a result, in collaboration with municipal police public order units, the OPP initiated the Ontario Public Order Hub model to ensure public order units were concurrently deployed across the province in an integrated, strategic, and risk-based manner to prevent injury, preserve life, and protect critical infrastructure.

Ultimately, the Hub model enabled the execution of an integrated planning process that facilitated the deployment of multiple public order units from not just Ontario, but throughout Canada, to effectively manage the operational priorities and respond to the Freedom Convoy occupation.

There are currently three Hubs in Ontario (East, West, and Central). The Chair of each Hub is contacted when assistance is required for POU incidents. Typically, these are planned events that are known in advance. The Hub assists by mobilizing POU deployments to public order events throughout Ontario, both in circumstances where the local police service has its own POU, but the event is beyond the scope of what they can manage with their own POU assets – and in circumstances where the public order event is occurring in a jurisdiction where the local police service does not have its own POU. The Hub model facilitates near-constant exchange of information and allows for collaborative and coordinated operational response to dynamic situations such as recent Israel and Hamas war-related demonstrations that have occurred in various locations across the province. The Hub provides immense value for POUs to collaborate, pool resources, and manage deployments in an intelligent fashion that supports a local police Chief's deployment decision-making.

However, the Hub is not formalized as an entity within Ontario's public order policing landscape. It is important to address this, and ensure that the coordination, information-sharing and policing support that it offers becomes a permanent fixture of Ontario's public order policing system. It is vital that through this formalization, police services that are part of the Hub are able to both deliver adequate and effective public order policing locally in their 'home' jurisdiction and provide effective support to others when called on to do so.

This inspection identified an increase in demand for public deployment in Ontario, that is expected to continue trending upwards. Coupled with the complexity of events witnessed in recent years that transcend jurisdictions, including areas of federal jurisdiction (e.g., international borders), these factors risk putting very real pressures on existing POUs and their services without a sustainable approach. Ontario's Public Order Hub model offers a strategic and scalable solution that not only supports Ontario but can be adopted at a national level.

Recommendation 3 in the *Report of the Public Inquiry into the 2022 Public Order Emergency* states that:

*“Police and other law enforcement agencies [to] develop, in conjunction with affected governments, protocols around requests for additional law enforcement resources, where a police service is unable to respond on its own to major events, including certain protests” (Recommendation 3)<sup>15</sup>.*

The Ontario Public Order Hub is the framework to bring the Inquiry's recommendation into practice, as it will address the imperative for coordination of public order resources during major events. In addition, given that public order needs are increasingly crossing jurisdictional boundaries, all orders of government should work together to find sustainable funding solutions or risk potentially greater pressure on the current system and its ability to effectively ensure public safety.

Given the IG's mandate to ensure compliance with the CSPA, the Ontario Public Order Hub model should consider the new requirements in the CSPA when entering into policing arrangements (under section 14) or making requests for temporary or emergency assistance (under section 19). There are also new requirements to provide notification to the IG where these arrangements or requests occur. It is vital that any public order maintenance collaboration directly between police services or through the Hub comply with these new requirements.

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<sup>15</sup> The Honourable Paul S. Rouleau, “Report of the Public Inquiry into the 2022 Public Order Emergency” Volume 1: Overview. (2023): pg. 252.

## **Recommendation 12:**

### **The Ministry of the Solicitor General should formalize and enhance the Ontario Public Order Hub model by making it a permanent and sustainable fixture of public order policing in the province**

With a view to strengthen Ontario's public order policing system so it can meet evolving challenges and deployment needs, **the IG recommends:**

- i. **That the Ministry of the Solicitor General formalize the current Ontario Public Order Hub model to ensure its long-term sustainability, effectiveness and clarity in operations. This formalization should occur through amendments to the relevant Regulations in the CSPA** that address the following:
  - A clear operational framework, with the OPP serving as Chair of the Hub and with representation from all Ontario police services that maintain a POU;
  - A single pathway for police services to request POU assistance through the Hub;
  - A coordinated approach among Hub member police services with a POU that includes the discretion for each individual police service to decide whether to provide assistance based on their own ability to continue to deliver adequate and effective public order policing locally in their 'home' jurisdiction; and
  - Mechanisms for effective planning, intelligence-gathering and resource analysis on public order policing matters, including through an organized PLT network within the mandate of the Hub.
- ii. **That the operations structure of the Ontario Public Order Hub provides appropriate notifications to the IG**, given the IG's statutory responsibility in section 20 of the CSPA to oversee and act to ensure the delivery of adequate and effective policing in the province.

Formalizing the Hub will enhance the effectiveness of Ontario's Public Order policing system, improve the coordination of resource deployments, and facilitate information-sharing that improves outcomes. This formalization will also ensure that the Hub becomes a permanent fixture of Ontario's policing system.

# Promising Practices Towards Continued Improvement

Beyond evaluating compliance with the CSPA, the IoP is committed to identifying leading practices that are working well in policing, assisting the sector in embracing these practices, and raising the overall performance bar. While inspecting for compliance with the PSA, the IoP was also able to observe promising practices within police services as they relate to public order maintenance. The IoP strongly encourages boards, Chiefs' and the OPP Commissioner to consider adopting these promising practices as they move towards compliance with the CSPA and its regulations concerning public order maintenance.

## Continued Development of Training

The inspection revealed that every police service in Ontario either met or exceeded the previous training guideline provided in the PSM. Initial POU training is now regulated in the CSPA's training regulation (Ontario Regulation 87/24), which includes mandatory training for members, supervisors of POUs, and tactical commanders of a POU.

There are some services that are supplementing mandated training, such as cultural sensitivity training, that is specific to the context in which they are policing, to aid those POU members in understanding the best approach to these events. One example the IoP learned of is Toronto Police Service POU members receiving additional *"Foundations of Islam and Addressing Islamophobia, Community Trust and Allyship in Policing"* training through an online course available on the Canadian Police Knowledge Network (CPKN) platform. While it is beyond the scope of the inspection to evaluate any specific training of this kind, this is one example of culturally relevant training that police services are providing to their members to make them more aware and effective when engaging in public order maintenance. The IoP views this approach as promising to promoting effective management of events through awareness and education. The IoP also encourages services to share their approaches to training enhancements to drive improved overall performance of public order maintenance across the province.



## Additional Resources

During the on-site inspections, the IoP found that many POUs in the province use varying community resources and physical resources as part of their POUs. These include:

### ***j) Police Liaison Teams***

Although it was not the central focus of this inspection (as it is not a requirement under the PSA or CSPA), police services that had PLT officers routinely expressed their value in helping to mitigate issues that can arise in public order events. This role was highlighted during proceedings of the federal Public Order Emergency Commission as being a front-facing tool to look at strategies, planning and building front-end relationships with participants during demonstrations. The inclusion of a PLT, with a consistent focus on building trust, engaging demonstrators and understanding crowd dynamics, provides a valuable tool for better managing demonstrations to ensure lawful, peaceful and safe events for the participants, the broader public and the police officers on the ground.

There are currently several POUs that use PLTs. These teams interact with event organizers prior to the public order event, and often can open and maintain positive dialogue and interface capability that yields positive public safety results. The IoP strongly encourages those POUs that do not currently incorporate PLTs in their approach to consider them and consult with services that use PLTs to gain the benefit of their experience.

Given their promising results and the importance of their role, the IoP would recommend that the formal inclusion within the mandate of the Ontario Public Order Hub.



## ***ii) Mounted Police Units***

Two police services continue to maintain mounted police units, with other services taking steps towards establishing a mounted unit. Although there are few units currently, the option exists for police services to request assistance from these Mounted Police units from other police services when their support may be deemed beneficial.

Among other duties, these units can be used to supplement POU's and assist in responding to crowd management situations. Due to the tall stature of officers on horseback, they create a presence with a unique observation perspective, an expanded field of vision, while also providing the ability to move large crowds and effect crowd control.



### ***iii) Remotely Piloted Aircraft Systems***

Many POU are utilizing Remotely Piloted Aircraft Systems (RPAS) and have seen success with them. The RPAS provides real-time, 'birds-eye' view of mass gatherings. It features the ability to zoom closely on any area of interest to provide vital information in dynamic situations that may otherwise not be available. This information can assist POU in effectively identifying public safety risks that may not be visible, as well as serve as a command tool to observe, manage and direct POU operations. The value of RPAS technology is now cemented in the requirement under CSPA Ontario Regulation 392/23, where every POU shall be provided with an RPAS.

### ***iv) Fluorescent High Visibility Ball Caps***

POUs are often deployed in large crowd settings with public order members dispersed within the large crowds. Both given the nature of these dispersed deployments, and what will become the increasing use of RPAS, a few services opted to issue fluorescent ball caps to their POU members to improve visibility on the ground for members of the public, and from above for the police service managing the POU's operations.

The overall feedback from services that used fluorescent ball caps were positive, noting that members of the POU are easily identified and can be tracked during a fluid and evolving deployment. This was beneficial at large events with multiple POU's present. The fluorescent ball caps make easier for command staff to visualize where their members were within the crowds, both by traditional observation or new RPAS assistance, and then better manage and respond to evolving public order events.



# Conclusion

Over the course of recent years, Ontario experienced a surge in protests, demonstrations, and civil disobedience to express dissatisfaction with government policy, local matters, and world events. As displayed in 2022, with the vaccine anti-mandate protests and blockades, these events can become complex and span multiple jurisdictions across the province. The ability for police to maintain their preparedness to effectively manage these events in a lawful, peaceful, and safe manner is crucial.

Overall, Ontario's police services continue to adapt to address public order situations. Collaboration among POUs in Ontario, facilitated through the Ontario Public Order Hub model, is one such example. Formalizing, clarifying the mandate, and strengthening the governance of the Ontario Public Order Hub model will better support the coordination and mobilization of resources across Ontario jurisdictions and stands out as an approach that should continue to be strengthened. This Spotlight Report includes the IG's recommendations for several enhancements to Ontario's Public Order policing system that will serve the broader provincial interest.

Also, it is encouraging that boards and police services demonstrate a high degree of compliance with the inspected sections of the PSA and its regulations, up to the transition to the CSPA. The inspection did not reveal situations where current resources were unable to react within a reasonable amount of time. Although the factors to consider in defining what is a 'reasonable time' have evolved under the CSPA, this is an encouraging finding.

The CSPA and its regulatory requirements concerning public order maintenance now better position boards, police services and the IoP to assess the extent and manner to which policing services are meeting the needs of Ontario communities. This work appears to be underway, with services that have POUs actively reviewing their needs to increase complements to balance potential fatigue of current resources. At this time, it is recommended that all police services and boards expedite a review of their procedures and policies to ensure compliance with both CSPA and its regulations, all with a view to putting in place the necessary governance and operational direction to ensure the delivery of adequate and effective policing.

Beyond compliance with legislative and regulatory requirements, and as we have outlined in this report, there are several areas where boards and services must use data and trend analysis to ensure they are as prepared as possible to deliver adequate and effective policing locally. Whether a police service has its own POU, or relies on another service's POU, the dynamic nature of public order maintenance requires advanced planning and the necessary mechanisms in place to meet what is clearly an increasing



need for these resources. To this end, boards must also consider the specific financial needs associated with public order maintenance as part of their mandate to ensure adequate and effective policing is being delivered locally.

Given the IG's mandate to monitor the delivery of adequate and effective policing across the province, the IG and IoP will continue to pay attention to public order maintenance in Ontario. Through its continued activities, the IoP is committed to equipping police services and boards with evidence-based research and data to support their efforts in providing the best possible policing services to their communities.

The IoP looks forward to unlocking the improved performance that can come from the implementation of the specific recommendations made in this Spotlight Report.

# Appendix A:

## Comparison of Legislative Requirements for Public Order Maintenance

### Prescribed requirements under **Police Services Act** vs **Community Safety and Policing Act**

**Note:** This is a high-level summary of the requirements only. For detailed information, please refer to the legislation.

	<b>Police Services Act</b> <i>(Repealed)</i>  <u><b>Ontario Regulation</b></u> <u><b>3/99</b></u>	<b>Community Safety and Policing Act</b> <i>(In Force)</i>  <u><b>Ontario Regulation</b></u> <u><b>392/23</b></u>
<b>Responsibilities of the Board</b>	Shall have a POU or have an agreement with another board/OPP for the service  Shall establish a Policy	Shall have a POU or have an agreement with another board/OPP for the service  Shall establish a Policy
<b>Responsibilities of the Chief of Police / OPP Commissioner</b>	Shall have establish Procedure: <ul style="list-style-type: none"> <li>• Circumstances for deployment</li> <li>• Labour disputes</li> </ul> Shall have Manual available for all members  Ensure POU members have the appropriate skills, knowledge and abilities  Must have skills development and learning plan for members of a POU	Shall establish Procedure: <ul style="list-style-type: none"> <li>• For functions and responsibilities</li> <li>• Deployment of POU</li> <li>• Debriefing following deployment</li> <li>• Labour disputes</li> <li>• Protests, demonstrations &amp; occupations</li> </ul> Ensure training as per Ontario Regulation 87/24 and the Ontario Police College: <ul style="list-style-type: none"> <li>• Public Order Operator</li> <li>• Public Order Section Lead</li> <li>• Public Order Commander</li> </ul> Must have a skills development and learning plan for members of a POU as per Ontario Regulation 399/23

<p><b>Public Order Unit</b></p>	<p>Shall consist of a unit supervisor and at least four squads of seven officers, including the squad leader</p> <p>Must be able to be deployed in a reasonable time</p>	<p>At a minimum, a section of the unit consisting of at least 32 police officers, including a section leader, and a public order commander.</p> <p>Must be able to be deployed in a reasonable time, having regard to,</p> <ul style="list-style-type: none"> <li>i. the policing needs of the community,</li> <li>ii. the geographic and socio-demographic characteristics of the police service's area of policing responsibility,</li> <li>iii. the total population and population density of the police service's area of policing responsibility,</li> <li>iv. the presence of critical infrastructure in the location where the POU is to be deployed,</li> <li>v. information about public order incidents in the police service's area of policing responsibility within at least the previous three years, including information about the scope and severity of the incidents, and</li> <li>vi. best practices in relation to response times for POU.</li> </ul>
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# Contact Us



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Inspectorate  
of Policing



Ontario  
Association of  
Police Service  
Boards

John Thomson  
Owen Sound Police Service Board  
922 2<sup>nd</sup> Avenue West  
Owen Sound, Ontario N4K 4M7

June 16, 2025

Dear John,

On behalf of the **Ontario Association of Police Service Boards (OAPSB)**, it is our sincere pleasure to thank you for sponsoring the 2025 Spring Conference and AGM. Your partnership is appreciated and valued.

This year's conference was a great success. We had an excellent agenda, a great group of speakers and many generous supporters. Perhaps the greatest value was in the discussion and questions that were raised as we collectively worked through some important and timely issues related to our evolving governance roles. Together we shared information and different perspectives and learned from each other. We have some great momentum that we need to continue to build on. We can and will accomplish more together.

Your sponsorship contribution was used to:

- Help keep costs as low as possible for Members to attend the Spring Conference
- Offset the expenses related to delivering the event
- Support the marketing and outreach required to inform and communicate with members
- Compensation for speakers and entertainment
- Deliver upgrades to our education & training to membership

We thank you so much for providing your partnership and hope you will return in 2026!

Sincerely,

Lisa Darling  
Executive Director

CC Alan Boughton  
**Chair, Ontario Association of Police Service Boards**  
PO Box 43058 London RPO Highland ON N6J 0A7

CC Holly Doty  
**Ontario Association of Police Service Boards**  
PO Box 43058 London RPO Highland ON N6J 0A7  
T: 1-800-831-7727 | C: 519-636-7707

## **MEDIA RELEASE**

### **Wellness & Recovery Centre marks one year of transforming mental health & addictions care**

The Wellness & Recovery Centre opened its doors one year ago today with a vision to transform mental health and addictions care in our local communities.

Located in a repurposed former school in Owen Sound, the centre provides stable housing while individuals with complex needs receive treatment and begin the recovery journey – with wraparound programs and services provided under one roof. A multidisciplinary team provides a variety of short- and longer-term programming, including crisis support, addictions treatment, daily drop-in clinics for clients seeking assistance, and much more.

“We have seen the benefits of creating an environment that meets clients where they are and grows alongside their needs,” said Amy Bowins, Manager, Wellness & Recovery Centre. “The programming addresses mental, physical, emotional and spiritual health, and underscores the importance of compassionate and integrated mental health and addictions care.”

Over the past year, there have been more than 33,000 outpatient visits to access service. The centre’s 45 beds are at full capacity on a consistent basis.

“Being the first model of its kind in Ontario, this facility has filled a critical gap in response to the mental health and addiction crisis in our province — it’s become a place of hope, healing and connection,” said Naomi Vodden, Director, Mental Health & Addictions Services at Brightshores. “While we know there is continued work to do, I’m incredibly proud of our team’s unwavering commitment and the impact we’ve made in just one year. This milestone reflects the progress made as well as the opportunity to create lasting, meaningful change in the lives of individuals, families and communities across Grey Bruce.”

Key impacts from the last year include:

- 30% reduction of patients returning to Brightshores’ Emergency Departments within 30 days for care related to substance use
- Reduction in total visits for substance use at area Emergency Departments
- 80% of individuals on waitlist are attending virtual treatment or in-person electives
- 31 clients experiencing homelessness were discharged with stable housing
- 202 clients completed their individualized treatment plan
- 483 monthly addictions and/or mental health group sessions
- Creation of a sweat lodge with input from local Indigenous partners

**Media Contact:**

Alex Madill, Communications Specialist | [ahmadil@brightshores.ca](mailto:ahmadil@brightshores.ca) | 519-376-2121 ext 2220

**About Brightshores Health System**

Brightshores is a regional health system that operates six hospitals in one of the largest geographic regions in Ontario. Our dedicated team of 2,100 staff+, 250 physicians and 1000+ volunteers serve a rural region that is home to 175,000 residents, thousands of seasonal residents and sees more two million annual short-stay visitors. We offer a full range of services across Grey and Bruce counties, including 24/7 emergency care at each hospital site. As a regional centre, we provide specialized care for cancer, stroke, kidney disease, and more, ensuring patients receive the expert treatment they need close to home. Our new Wellness & Recovery Centre is recognized provincially for its innovation and leadership in mental health and addiction care. Brightshores is committed to *build healthier communities one patient at a time*. Learn more at [www.brightshores.ca](http://www.brightshores.ca).

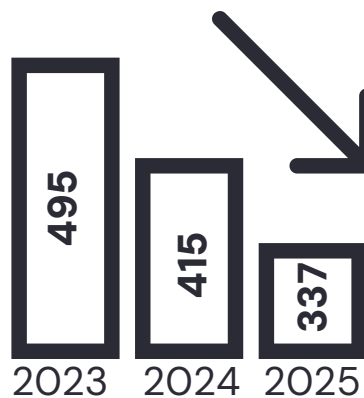
# Wellness & Recovery Centre's One Year Anniversary!



## Impact on Care

- 33,000 outpatient visits
- 100% occupancy
- 80% of individuals on waitlist are attending virtual treatment or in-person electives
- 31 clients that are homeless have been discharged with stable housing
- 202 clients have finished their individualized treatment plan
- 483 monthly addictions and/or mental health group sessions

## ED Substance Abuse Visit Volume



## Services

- Residential addiction programming: withdrawal management, 90-day program and long-term supportive stabilization
- Community addictions programs
- Community mental health programs
- Injection and clozapine clinics
- Leisure and recreation programming
- Individual and group-based programming
- Peer and family Support
- Partnership with CMHA "Fresh Roots" to provide meal services

## Indigenous Services



A sweat lodge was created at the Wellness & Recovery Centre with input from local Indigenous partners in order to better support the Indigenous Communities. Through support of Saugeen First Nations and M'Wikwedong, we have regular counselling and group support for Indigenous clients.

## Client Story



"I had never been treated as a WHOLE person, with the chance to explore not only the physical, mental & emotional aspects of addiction, but also the spiritual. Through the integration of new concepts and the wisdom & support of the staff here, I was able to uncover & nurture a part of myself I didn't even know I was missing. I truly believe that this first-of-its-kind program in Ontario has given me the chance to save my own life. Addiction & mental health are seriously scary and difficult undertakings for any of brave enough to try, but with this truly dedicated team of people who have faith in us, we can get our lives back and maybe even pass that hope on to others."



## REPORT TO THE OWEN SOUND POLICE SERVICE BOARD

**SUBJECT:** CRIMINAL INVESTIGATIONS BRANCH AND DRUG ENFORCEMENT / CRIMINAL INTELLIGENCE UNIT – MAY 2025

**TO:** Chair and Members of the Owen Sound Police Service Board

**DATE:** June 25<sup>th</sup>, 2025

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### RECOMMENDATION(S):

For Information

#### Investigations

**Homicides (July & August 2023)** - The three homicides from the summer of 2023 continue to require work and resources, although they are getting closer to completion. However, the court process for these when scheduled will create additional demands on staffing and resources.

#### **\*UPDATES\***

Homicide 1 – One of the accused has been additionally charged with perjury in connection to her testimony during a bail hearing. The second accused is scheduled to return to court in July to enter a guilty plea.

Homicide 2 – One of the accused has entered a guilty plea, with sentencing scheduled for August. The second accused also plead guilty to being an accessory after the fact and received a sentence of time served for his involvement.

Homicide 3 – Extradition hearing dates for all three accused have been adjourned to August 14, 2025.

#### Uniform Assistance

**Sexual Assault** – (April 29<sup>th</sup>, 2025) – Members of CIB were requested to assist Uniform Patrol with the investigation of a third-party complaint that a teacher at a local secondary school was in a relationship with a student. On May 9<sup>th</sup>, 2025 the male from South Bruce Peninsula was arrested and charged with Sexual Assault and Sexual Exploitation and appeared in court on May 29<sup>th</sup>, 2025 for his first appearance. Follow up continues to determine if there are any additional victims.

**Fatal Fail to Remain / Dangerous Driving** (May 10<sup>th</sup>, 2025) – Members of CIB assisted uniform patrol in investigating a fatal fail-to-remain collision. As a result of the investigation, a 21-year-old male has been charged with Dangerous Operation of a Motor Vehicle Causing Death and Failure to Stop at an Accident Causing Death. Subsequent search warrants have been executed to collect further evidence and the investigation remains ongoing.

#### MMHART Statistics

Officer Referrals/ Consultations = 15

Follow Ups = 6

Community Support Consultations/Referrals = 7

Incident Response/Support = 35

Proactive in Community Engagement (hours completed) = 3 hours

STAR cases = 2

### **Training**

Homicide Investigators Course – D/Sgt. Gurney

B-Safer Training – D/Cst. Martin

In-Service Block Training – D/Sgt. Gurney, D/Cst. Martin & D/Cst. Bridgeman

Confidential Informer Foundations – Saugeen Shores Police – D/Sgt. Gurney, D/Cst. Martin & PC Beaney

### **Meetings**

Situation Table (STAR) Weekly Meetings – D/Cst. Martin

CORE attended a meeting with Dr. Wands – downtown concerns

D6 CISO meeting – D/Cst. Bridgeman

### **Other**

D/Sgt. Gurney & D/Cst. Martin assisted in covering platoon during block training

D/Cst. Martin presented at Recruit Information Session open to the public on May 6<sup>th</sup>

### **Drug Overdose Information**

In May 2025 the city had (2) suspected drug related death.

To date, the city has had (3) deaths from suspected drug overdoses.

The year 2024 ended with the Owen Sound Police Service having investigated a total of fourteen (14) deaths from suspected drug overdoses. The year 2023 ended with a total of eleven (11), Six (6) were recorded in 2022, a total of fourteen (14) occurred in 2021 and a total of eight (8) occurred in 2020.

### **Missing Persons**

April 29<sup>th</sup>, 2025 - Members of CIB were requested to assist Uniform Patrol in the investigation of a missing 15-year-old female from a residence on the city's east side. After a substantial investigation the missing person was located outside of Owen Sound and apprehended on May 28<sup>th</sup>, 2025. The youth was eventually turned over to the care of the Bruce Grey Child and Family Services.

**SUBMITTED BY:** D. Bishop, Inspector





## REPORT TO THE OWEN SOUND POLICE SERVICE BOARD

**SUBJECT:** Auxiliary Board Report – May 2025

**TO:** Chair and Members of the Owen Sound Police Service Board

**DATE:** June 25<sup>th</sup>, 2025

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### REPORT:

In May 2025, the Auxiliary Unit was actively supporting the Uniform Branch through ride-alongs, contributing a total of 174 volunteer hours.

On May 3<sup>rd</sup> the Auxiliary Unit participated in the Wheel & Ride Safety Festival.

This annual event is presented in partnership with the Owen Sound River District, Owen Sound & District Junior Optimist Club, Optimist Club of Sydenham & District, Kiwanis Club of Owen Sound, and Scenic Cycle. The festival promotes bike and street safety, with highlights including:

- A bike obstacle course
- Rules of the road education
- Bike maintenance demos
- A fundraising BBQ

On May 12<sup>th</sup>, the Unit took part in the annual Shop with a Cop event. The event was a great success, pairing local students with police members to shop and help raise funds for the Salvation Army.

A recruiting process has taken place for the Auxiliary and we expect to add five new members to the Unit in the near future once training can be arranged.

### SUBMITTED BY:

Inspector D. Bishop



## REPORT TO THE OWEN SOUND POLICE SERVICE BOARD

**SUBJECT:** Community Oriented Response & Enforcement Unit – May 2025

**TO:** Chair and Members of the Owen Sound Police Service Board

**DATE:** June 25<sup>th</sup>, 2025

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### RECOMMENDATION(S):

For Information

### REPORT:

FOOT PATROL (Hours)	4.5
BICYCLE PATROL (Hours)	
CRIMINAL CHARGES	2
CDSA	1
PROVINCIAL OFFENCES/ WARNINGS	1
MOTOR VEHICLE COLLISIONS	2
WARRANTS	1
BY-LAW OFFENCES	

\*\*\* (CORE – 40 hours Vacation - May) \*\*\*

- **PRIMARY FOOT LOCATIONS**
  - The River District
  - Safe n Sound shelter
  - Circle K, loitering issues
  - Downtown laundromat
  - Owen Sound Transit Terminal
- **ASSIST UNIFORM PLATOON/ C.I.B.**
  - Platoon coverage – **Block Training (80 hours - May)**
  - Investigative follow up
  - Search Warrant execution
- **OTHER DUTIES**
  - Encampment inspection Harrison Park
- **INVESTIGATIONS**
  - Sexual Assault – G.E.
  - Sexual Assault – R.T.
  - Sudden Death

- **TRAINING / MEETINGS / PUBLIC EVENTS**
  - Wheel and Ride – River District
  - Meeting with Dr. Wands – vagrancy concerns
  - Shop with a cop – Food Basics
  - Minor Baseball BBQ
  
- **TRAINING**
  - Block Training – Firearms
  - Confidential Informer

**FINANCIAL/RISK IMPLICATION(S):**

N/A

**OPERATIONS PLAN:**

CORE was utilized to cover general patrol duties during block training for the month of May. CORE focused on proactive and high-visibility foot patrol relating to goal CS2 in the River District.

**SUBMITTED BY:**

Inspector D. Bishop



## REPORT TO THE OWEN SOUND POLICE SERVICE BOARD

**SUBJECT:** Bail Compliance and Warrant Apprehension Unit – May 2025

**TO:** Chair and Members of the Owen Sound Police Service Board

**DATE:** June 25<sup>th</sup>, 2025

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### RECOMMENDATION(S):

For Information

### REPORT:

FOOT PATROL (Hours)	2
BICYCLE PATROL (Hours)	0
CRIMINAL CHARGES	2
WARRANT ARRESTS	1
PROVINCIAL OFFENCES	0
MOTOR VEHICLE COLLISIONS	0
COMPLIANCE CHECKS	8

- **COMMUNITY PARTNERS**
  - BCWA conducted foot patrol in the River District to increase visibility.
- **FOOT & BIKE PATROL LOCATIONS**
  - The River District – including a focus on specific concerns identified by the community.
- **ASSIST UNIFORM PLATOONS**
  - BCWA is assigned to general uniform patrol to accommodate for resources.
  - BCWA worked several shifts in a supervisory capacity on Platoon 4.
  - BCWA assisted the Owen Sound Police Service Criminal Investigations Branch with several cases.
- **INVESTIGATIONS**
  - BCWA assisted the Owen Sound Police Service Criminal Investigations Branch as an affiant with several cases.
  - BCWA located and arrested one person with an outstanding endorsed Bench Warrant.
- **TRAINING / MEETINGS / OTHER DETAILS**
  - BCWA completed annual in-service block training (firearms requalification, use of force, etc).

BCWA is temporarily assigned to uniform patrol and the Criminal Investigations Branch to accommodate for resources.

**SUBMITTED BY:**

D. Bishop Inspector



## REPORT TO THE OWEN SOUND POLICE SERVICE BOARD

**SUBJECT:** Front Line Patrol Report and Collision Statistics – May 2025

**TO:** Chair and Members of the Owen Sound Police Service Board

**DATE:** June 25<sup>th</sup>, 2025

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### RECOMMENDATION(S):

For Information

### REPORT:

The following report highlights key metrics from OSPS Front Line Patrol, the RIDE program, and Collision Statistics for May, 2025.

#### Front Line Patrol Report:

	Platoon #1-4		Traffic/Part Time Officers	
	May 2025	May 2024	May 2025	May 2024
Highway Traffic Act:	88	133	12	23
Compliance Reports:	12	14		
Recorded Cautions:	44	53	10	21
Liquor Licence Act:	7	13		1
Criminal Code/ CDSA:	117	149	1	4
Other POA/By-Law:	20	20	1	
Foot Patrol:	84	79	10.5	30

#### Reduce Impaired Driving Everywhere (RIDE):

There were a total of 17 on-duty RIDE checks in the month of May with 529 drivers checked.

The total statistics for RIDE were:

- 45 officers
- 18.5 hours
- 5 roadside breath tests
- 1 driver charged with Impaired Driving
- 15 Highway Traffic Act warnings, 2 Highway Traffic Act charges, 1 Liquor Licence and Control Act charge

There were four additional persons charged with impaired driving offences during the month outside of RIDE programs.

**Collision Statistics:****May 2025   Apr 2025   May 2024**

<b>Total Collisions:</b>	<b>25</b>	<b>46</b>	<b>32</b>
Collisions - East side	9	26	14
Collisions - West side	3	3	7
Collisions - parking lots	13	17	11
Fail to Remain Collisions	7	10	6
<b>Collisions referred to CRC:</b>	<b>18</b>	<b>26</b>	<b>25</b>
<b>Collisions investigated by OSPS:</b>	<b>7</b>	<b>20</b>	<b>8</b>

**FINANCIAL/RISK IMPLICATION(S):**

Nil

**OPERATIONS PLAN:**

“Community Safety” is one of the four strategic priorities of the Owen Sound Police Service Board. Information in this Board report supports the 2023-2026 OSPS Operations Plan’s goals: to address safety concerns identified by the community; to improve police visibility in the River District and at other priority areas; to address controlled substances, firearms, and violent crime; and, to promote road safety.

**SUBMITTED BY:**

Inspector Dave Bishop



# REPORT TO THE OWEN SOUND POLICE SERVICE BOARD



**SUBJECT: Community Services**

**TO: Chair and Members of the Owen Sound Police Service Board**

**DATE: June, 2025**

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## RECOMMENDATION(S)

### REPORT: COMMUNITY SERVICE OFFICER #569

The following report highlights key engagements of the Community Services Officer in May, 2025

### Traditional Corporate and Social Media for OSPS (Community Outreach Education/Celebrations/Awareness/Media Releases)

Wheel & Ride, National Volunteer Week, #WeAreHiring, National Day of Awareness, Clear the Line, Meet Our Team Members, Mothers Day, Police Week, CamSAFE, Shop With A Cop, Road Safety Week, Arrive Alive May 24th Weekend, Traffic, Make The Right Call, National Accessibility Week

## COMMUNITY ENGAGEMENT/LOCAL/PROV.COMMITTEE WORK/SCHOOL PARTNERSHIP MEETINGS

- Elementary Schools; Alexandra, East Ridge, Notre Dame, Saint Dominique Savio- Admin meetings regarding issues at school, lockdown procedure (last one for the year) and student safety.
- Secondary Schools; St. Mary's- Admin meetings regarding ongoing issues at school- safety of students, traffic issues in and around the school zones.
- CSWBP- Hate Crime Working Group
- Law Enforcement Torch Run- Meetings & Coordination
- Wheel & Ride Meeting- Wrap-up meeting for this years event
- Youth in Policing- Provincial meeting- OSPS Member
- Crime Prevention Action Table- OSPS Member
- VTRA planning meetings- Planning Committee

### Community & School Presentations/Training

- Saint Dominique Savio- Street and Bike Safety
- East Ridge School- Safety Online
- OSDSS DL Program- Safety Online
- Kepple Sarawak School requests OSPS involvement- Online safety/Education for parents
- Montessori School Police Station Tour
- Keynote- Seniors Conference- Elder Abuse & Safety For Our Seniors
- Keynote- Chapman House- Online Safety for Team & Volunteers- Appreciation Night
- Presentation- Stroke Team- Elder Abuse & Safety Online

## **OPERATIONS PLAN**

“Community Wellbeing” is one of the four strategic priorities of the Owen Sound Police Services Board. The work of the Community Services Officer is instrumental in progressing the 2023-2026 OSPS Operations Plan’s goal to build and foster relationships with community groups, specifically the following actions: by educating OSPS members and the community on OSPS partnerships; by focusing on preventative youth programming in cooperation with school board and community groups; and, by fostering and building relationships with diverse groups within the community.

## **ATTACHMENT(S):**



Pictures from L-R (Shop with a Cop & CSO Cranny at Wheel & Ride Event)

## **SUBMITTED BY:**

Jason Cranny, Community Services Officer #569



## REPORT TO THE OWEN SOUND POLICE SERVICE BOARD

**SUBJECT:** Lost Hours and Training – May 2025

**TO:** Chair and Members of the Owen Sound Police Service Board

**DATE:** June 2, 2025

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### RECOMMENDATION(S):

For Information

### REPORT:

The following report highlights key metrics from OSPS full time members for May 2025, including lost hours due to leave from sick time, short term disability (STD), and Workplace Safety and Insurance Board (WSIB), as well as training opportunities.

#### Lost Hours:

Month/Year	SICK/STD			WSIB		
	Number of Fulltime Members	Total Number of Shifts (complete and partial)	Total Number of Hours	Number of Members	Total Number of Shifts (complete and partial)	Total Number of Hours
May 2025	11	22	243	2	44	352
April 2025	6	13	133	2	44	352
May 2024	9	17	209	2	44	352

#### Training:

Members attended the following courses:

- Block Training continued for Constables
- A member attended the Homicide Course
- A member attended the Human Trafficking Conference
- Three members attended the Confidential Informer Foundations

### FINANCIAL/RISK IMPLICATION(S):

The loss of scheduled work hours is a potential financial risk and is monitored to ensure a balance with members' physical and mental wellbeing. Financial resources are required to provide ongoing member training which is an essential to updating qualifications, knowledge, and ultimately organizational risk mitigation.

**OPERATIONS PLAN:**

“Our Members” is one of the four strategic priorities of the Owen Sound Police Service Board. Information in this Board report supports the 2023-2026 OSPS Operations Plan’s goals: to promote members’ mental and physical wellbeing; and, to promote professional development and training opportunities for all members.

**SUBMITTED BY:**

Wendy Pratt, Human Resources Manager

# REPORT TO THE OWEN SOUND POLICE SERVICE BOARD

SUBJECT: **Records, Courts, and Bylaw Report – May 2025**

TO: Chair and Members of the Owen Sound Police Service Board

DATE: June 25, 2025



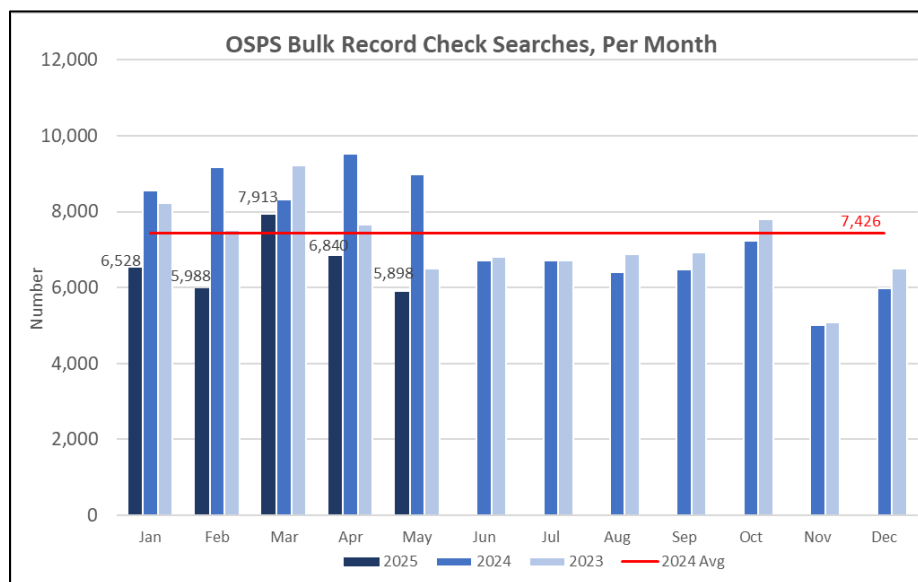
## RECOMMENDATION(S):

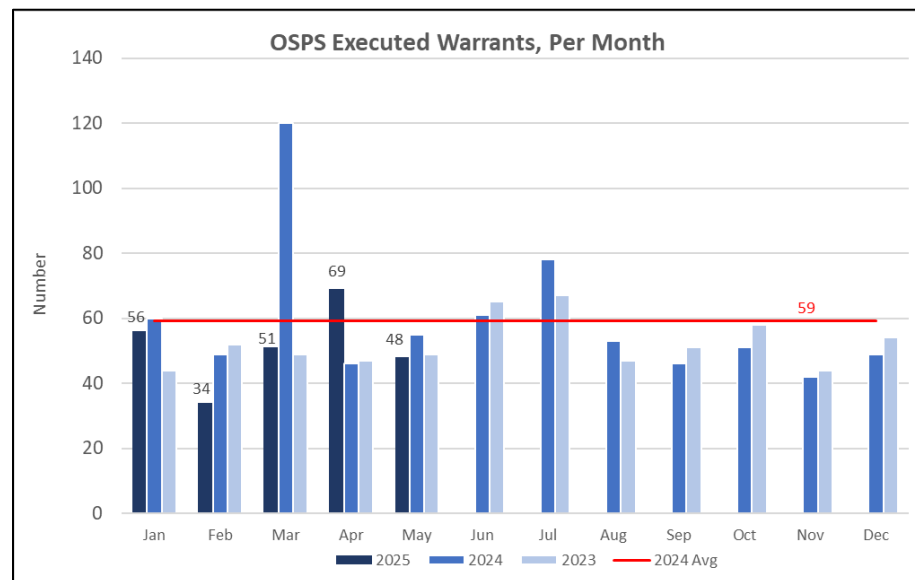
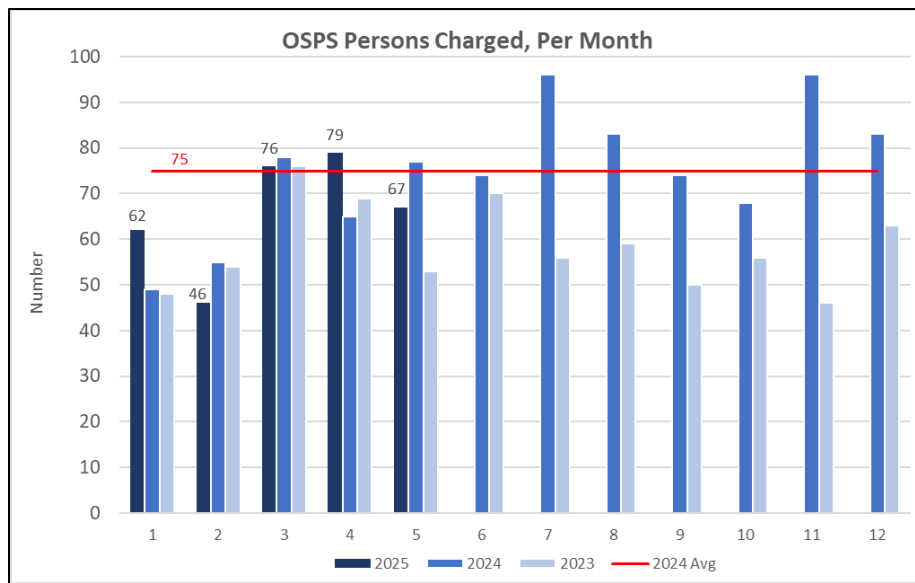
For Information

Report:

Records – May 2025:

	This Month	Previous Month		Same Month	2025	2024	
	MAY 2025	April 2025	% Change	Previous Year	Year-to-Date	Year-to-Date	YTD
				May 2024	Jan.1-May.31, 2025	Jan.1-May.31, 2024	% Change
<b>Records Services</b>							
Bulk Record Check Searches	5,898	6,840	-13.8%	8,980	33,167	44,562	-25.6%
Executed Warrants	48	69	-30.4%	55	258	330	-21.8%
Persons Charged*	67	79	-15.2%	77	330	324	1.9%

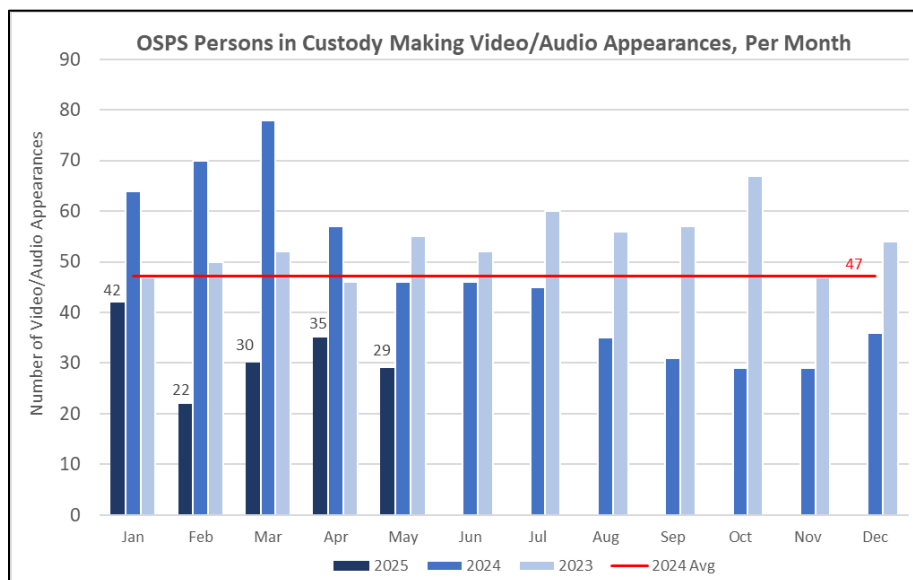
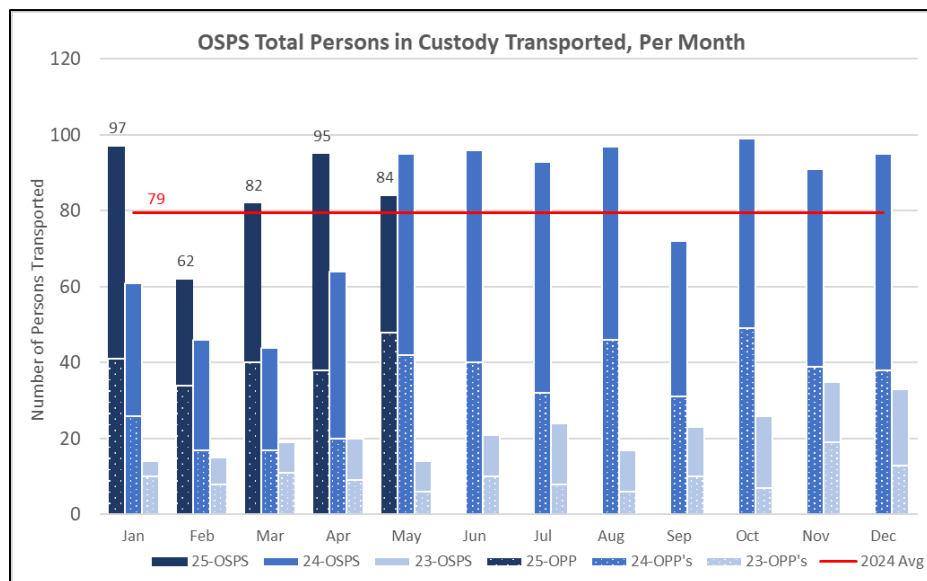




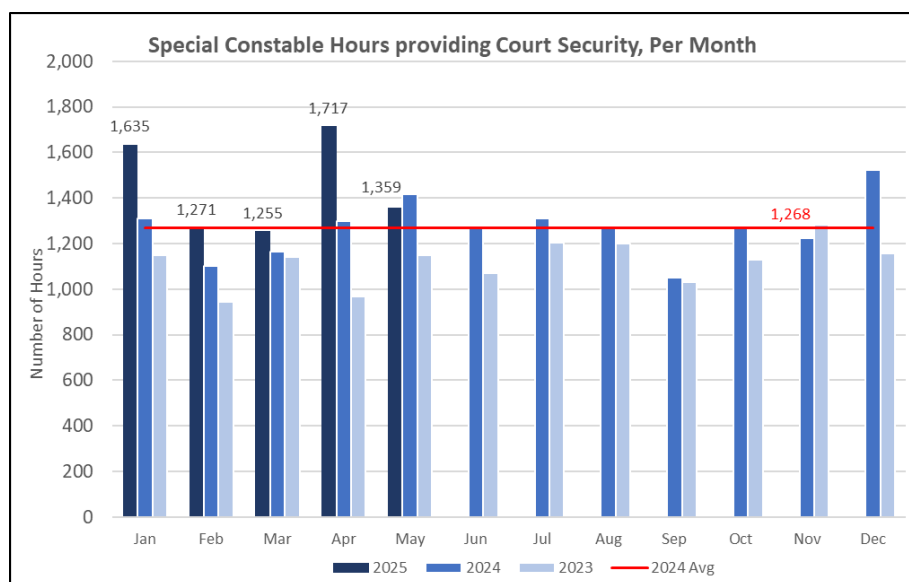
The number of completed bulk criminal record checks continued to be down in May 2025 as there were still several shifts unfilled while the new cell monitors were in training.

## Courts – May 2025:

	This Month	Previous Month	Same Month	2025	2024	YTD
	MAY 2025	April 2025	Previous Year	Year-to-Date	Year-to-Date	% Change
			May 2024	Jan.1-May.31, 2025	Jan.1-May.31, 2024	
<b>Court Services</b>						
Total Custodies Transported	84	95	95	420	310	35.5%
OPP	48	38	42	201	122	64.8%
OSPS	36	57	53	219	188	16.5%
Video/Appearances	29	35	46	158	315	-49.8%
Special Constable Hours	1,359	1,717	14,115	7,236	6,292	15.0%







All Ontario and Superior Courts of Justice for the Owen Sound Courthouse remain as hybrid courts. All new bail arrests by the police services (OPP and Owen Sound Police) are appearing in-person at the courthouse.

The 5 new Part-Time Special Constable's all completed and passed the Special Constable Exam from the Ontario Police College in May. Only three of these Special Constables commenced their training at the courthouse in May as two of them were faced with injury outside of the workplace which has left them both unable to work for several weeks.

One Special Constable remained off work on WSIB for month of May due to injury after slipping in parking lot at the courthouse.

#### Bylaw – May 2025:

May board meeting had presentation made by Owner of a Private Transportation Service to change the bylaw to allow for meters in Private Transportation Company vehicles. Decision made by police services board to have the bylaw remain the same.

#### Financial/Risk Implication(s):

Providing court security and transporting persons in custody comes with inherent risk, while the efficient and accurate processing of judicial documentation is foundational to community safety.

#### OPERATIONS PLAN:

The administrative services within Records, Courts, and Bylaw are essential components of the OSPS Mission to deliver high quality policing services that strengthen public safety and community wellbeing. Community Safety and Sustainability are two of the four strategic priorities of the Owen Sound Police Services Board. As part of the Operational Plan, Court security costs will be assessed and reviewed annually to advocate for a sustainable police funding model.

#### ATTACHMENT(S):

Nil

**SUBMITTED BY:**

Krista Fluney, Director, Civilian Services

# REPORT TO THE OWEN SOUND POLICE SERVICE BOARD

**SUBJECT:** Owen Sound Emergency Communications Centre (OSECC) - May 2025

**TO:** Chair and Members of the Owen Sound Police Service Board

**DATE:** June 25, 2025



## RECOMMENDATION(S):

For Information

### Report:

- Throughout May, OSPS participated in the inaugural provincewide campaign, [When Every Second Counts](#), aimed at reducing the misuse of 9-1-1 services across Ontario. This initiative, spearheaded by the Emergency Services Steering Committee (ESSC), aimed to educate the public on the appropriate use of emergency services and the importance of keeping 9-1-1 lines available for true emergencies.
- In May 2025, the OSECC participated in an Emergency Event Scenario alongside our Fire Partners - South Bruce Fire and Intertownship Fire, as well as OPP and our EMS partners. The exercise simulated a plane making a hard landing on the runway with smoke visible. The OSECC provided dispatch support throughout the entire scenario replicating the critical tasks that dispatch would perform in the event of a real emergency at the Wiarton International Airport.

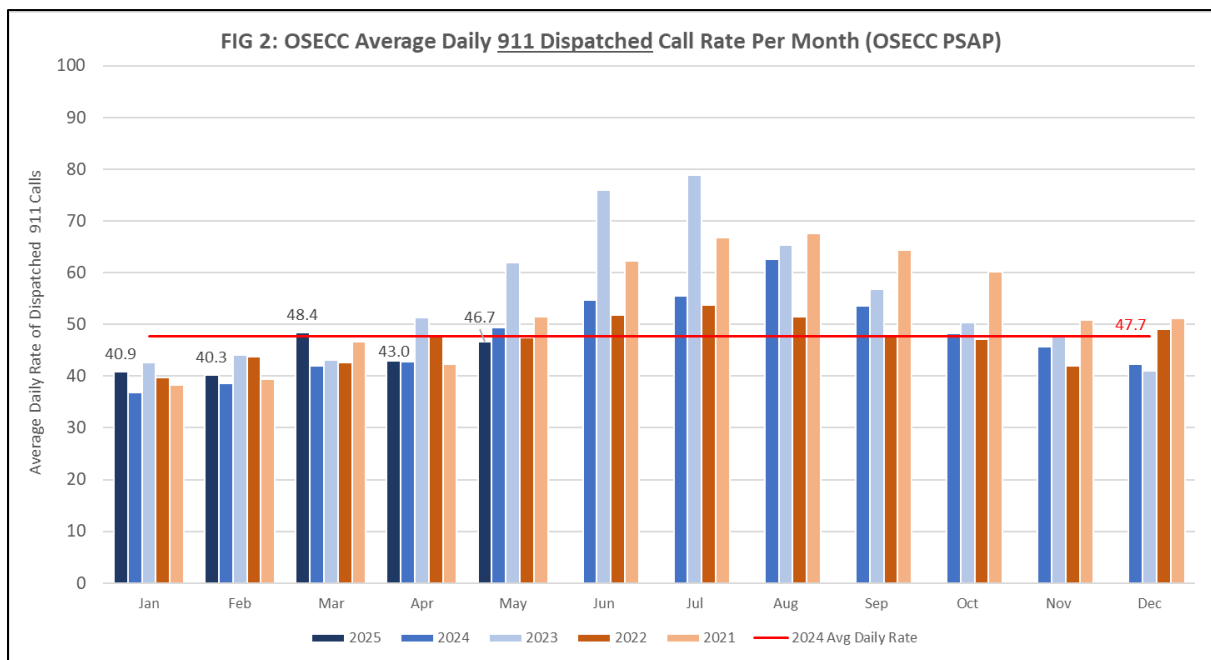
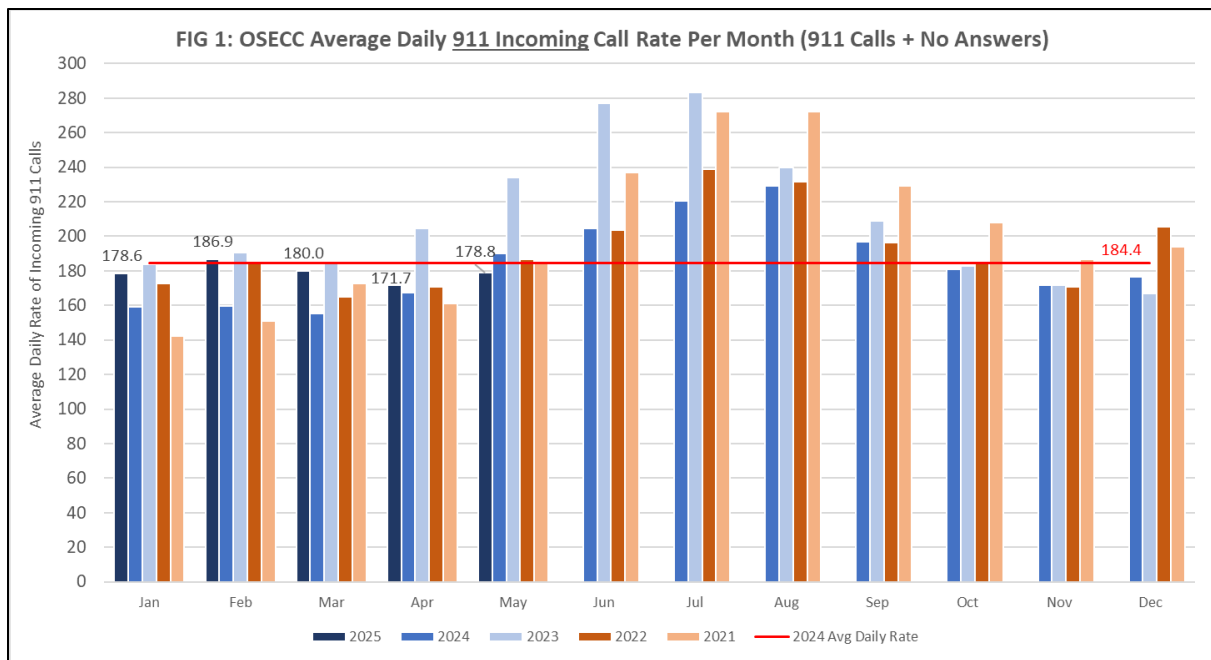
### 911 Calls – May 2025:

Source: Bell Flex reports	This Month MAY 2025	Previous Month April 2025	% Change	Same Month Previous Year May 2024	2025 Year-to-Date Jan.1-May.31, 2025	2024 Year-to-Date Jan.1-May.31, 2024	YTD % Change
<b>All Incoming 911 Calls (Number)</b>	<b>5,542</b>	<b>5,150</b>	<b>7.6%</b>	<b>5,893</b>	<b>27,043</b>	<b>25,291</b>	<b>6.9%</b>
Avg Daily Rate	178.8	171.7	4.1%	190.1	179.1	166.4	7.6%
<b>No Answer 911 Calls (Number)</b>	<b>465</b>	<b>460</b>	<b>1.1%</b>	<b>571</b>	<b>2,326</b>	<b>2,182</b>	<b>6.6%</b>
<b>Answered 911 Calls (Number)</b>	<b>5,077</b>	<b>4,690</b>	<b>8.3%</b>	<b>5,322</b>	<b>24,717</b>	<b>23,109</b>	<b>7.0%</b>
Avg Daily Rate	163.8	156.3	4.8%	171.7	163.7	152.0	7.7%
<b>Transferred to Secondary PSAP (Number)</b>	<b>3,629</b>	<b>3,400</b>	<b>6.7%</b>	<b>3,792</b>	<b>18,083</b>	<b>16,731</b>	<b>8.1%</b>
<b>Dispatched by OSECC (Number)</b>	<b>1,448</b>	<b>1,290</b>	<b>12.2%</b>	<b>1,530</b>	<b>6,634</b>	<b>6,378</b>	<b>4.0%</b>
Avg Daily Rate	46.7	43.0	8.6%	49.4	43.9	42.0	4.5%

The OSECC operates as both a primary and secondary PSAP. Approximately 70% of answered 911 calls are transferred to another PSAP, while Communicators in the OSECC dispatch about 30% of 911 calls to OSPS, five other police agencies, more than 50 fire stations, and Grey County Transportation.

In May 2025, according to the Bell 911 Flex portal data, there were 5,542 incoming 911 calls to the OSECC, representing an average rate of 179 incoming 911 calls per day (Figure 1). The average daily rate of incoming 911 calls was up in May compared to April, but lower in volume compared to May 2024. The average daily rate of 911 calls dispatched by the OSECC in May was 46.7/day (Figure 2), similarly up from April 2025 but lower compared to May 2024.

So far in 2025, compared to this same time in 2024, there are year-to-date increases in 911 call volume in all streams, including: rate of incoming 911 calls (7.6%), non-answerable calls (6.6%) and rate of answerable 911 calls (7.7%), transferred calls (8.1%) and rate of dispatched 911 calls (4.5%).



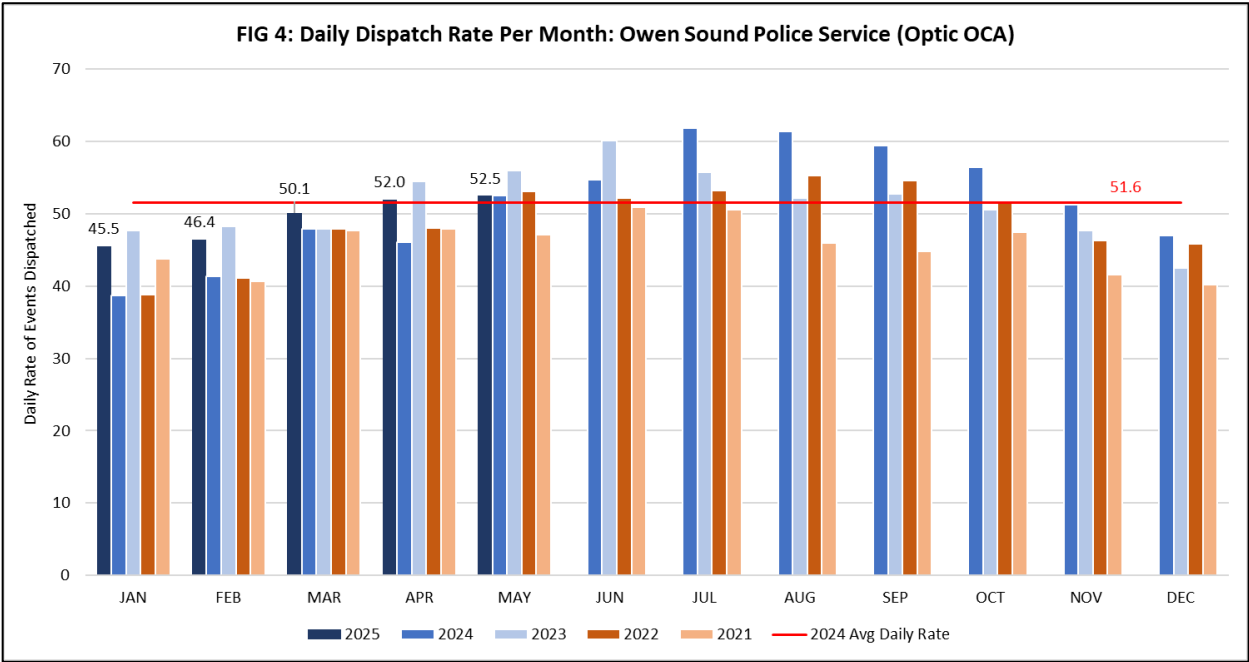
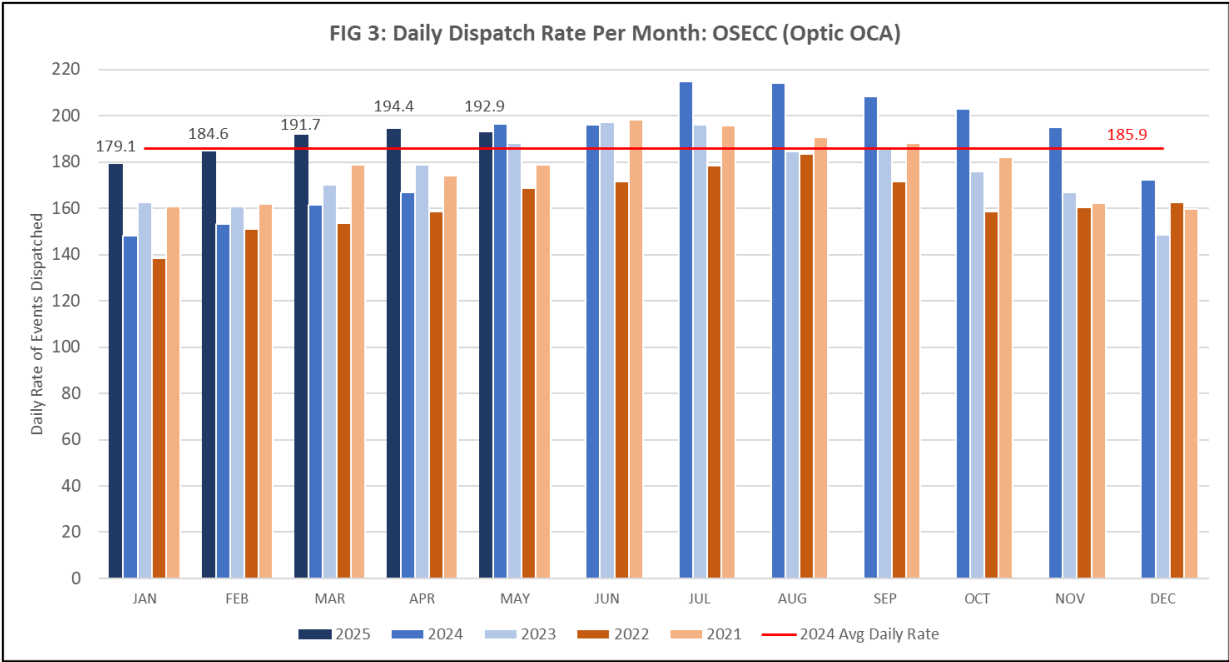
### Computer Aided Dispatch (CAD) Events – May 2025:

Source: OPTIC's OnCallAnalytics		This Month MAY 2025	Previous Month April 2025	% Change	Same Month Previous Year May 2024	2025 Year-to-Date Jan.1-May.31, 2025	2024 Year-to-Date Jan.1-May.31, 2024	YTD % Change
<b>All CAD Events in OSECC (Number)</b>		<b>5,981</b>	<b>5,832</b>	<b>2.6%</b>	<b>6,091</b>	<b>28,476</b>	<b>25,140</b>	<b>13.3%</b>
All Police (inc. OSPS)*		5,475	5,235	4.6%	5,572	24,957	22,249	12.2%
All Fire		494	485	1.9%	505	2,507	2,237	12.1%
Grey County Transport		12	112	-89.3%	14	1,012	654	54.7%
OSPS		1,627	1,560	4.3%	1,627	7,449	6,893	8.1%
<b>All CAD Events in OSECC (Avg Daily Rate)</b>		<b>192.9</b>	<b>194.4</b>	<b>-0.8%</b>	<b>196.5</b>	<b>188.6</b>	<b>165.4</b>	<b>14.0%</b>
All Police (inc. OSPS)*		176.6	174.5	1.2%	179.7	165.2	146.4	12.8%
All Fire		15.9	16.2	-1.9%	16.3	16.6	14.7	12.9%
Grey County Transport		0.4	3.7	-89.2%	0.5	6.7	4.3	55.8%
OSPS		52.5	52.0	1.0%	52.5	49.3	45.3	8.8%

Calls that are dispatched through CAD come from a variety of sources such as the non-emergency (administrative) phone lines, walk-ins, officer generated, as well as the 911 emergency phone line.

In May, according to CAD data captured in Optic’s OnCallAnalytics platform, the OSECC dispatched a total of 5,981 calls or “events”, for an average dispatch rate of 193 calls/day in May (Figure 3). This average daily dispatch rate remained relatively consistent with April’s volume. While the dispatch rates for fire departments and Grey County Transport declined in May, police calls increased slightly from last month. The average daily dispatch rate specific to Owen Sound Police Service rose slightly in May (1%) up to 52.5 calls/day compared to 52.0 calls in April (Figure 4).

Year-to-date at the end of May 2025, compared to this same time in 2024, the OSECC is recording a 14% increase in the average daily dispatch rate. The year-to-date average daily dispatch rate in 2025 is now at 189 events/day compared to 165/day. The most significant year-to-date increase is from police, with an average of 19 more police calls dispatched per day compared to 2024.



## Information Technology (IT) Infrastructure – May 2025:

May was busy with NG911 implementation including ongoing testing and near daily meetings with vendors/staff. Progress is slow but steady given the wait times from Bell Canada for responses to inquiries.

The OSECC backup dispatch centre onboarded a new uninterrupted power supply system to ensure the dispatch centre continuous operation while waiting for the building-wide generator to start (with substantial time in case it does not automatically start).

OSPS began work with its Hyper AI vendor for dispatch integrations for administrative call processing.

Upgrades/moves of equipment were completed at the Courthouse to better allow coverage in all areas of the building. This was difficult as OSPS does not maintain this building and has limited control over placement of equipment. Thus far it has proven to be an effective upgrade and eliminated any degradation of radios given the steel/concrete construction.

A substantial number of days were tied up with resolving ongoing Computer Aided Dispatch (CAD) issues with the vendor and the province.

The OSECC senior team was involved with an on-site visit by the Inspectorate of Policing as part of their ongoing consultations regarding emergency response times.

### Financial/Risk Implication(s):

Risk management and contingency planning are integral to the day-to-day operations of a Public Safety Answering Point (PSAP). While the OSECC continues to grow and evolve, OSPS strives to maintain a balance of staffing that best aligns with workload demands, member wellness, emergency response standards, and contracted client expectations.

### OPERATIONS PLAN:

Within the 2023-2026 OSPS Operations Plan, six unique actions have been identified as important to reach towards the goal of fostering a sustainable emergency communication centre. In addition, monitoring and publishing emergency response times to priority calls is part of the goal to address safety concerns identified by the community. Also under the strategic priority of sustainability, developing a long-term IT plan that anticipates future IT priorities and demands is an important part of the goal to promote and plan for long-term succession.

### SUBMITTED BY:

Suzanne Bell-Matheson, Director, Corporate Services  
Chris Hill, Director, Information Technology  
Marg Gloade, Strategic Analyst

# REPORT TO THE OWEN SOUND POLICE SERVICE BOARD



**SUBJECT:** Human Resources – May 2025  
**TO:** Chair and Members of the Owen Sound Police Services Board  
**DATE:** June 2, 2025

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## RECOMMENDATION(S):

For Information

## REPORT:

### Recruitment:

First and second round interviews for the position of Inspector took place. The search yielded some very good candidates. Background checks will take place in June. Promotional testing and interviews for Sergeant were conducted with several members of the service taking part.

Interviews for Auxiliary took place. We were overwhelmed with the volume of applications, and we will have the opportunity to add several members to the unit. Backgrounds will be completed in June and training will need to be arranged. Scheduling will be tight over the summer with vacations, but we hope to have the training start around the end of July or beginning of August.

### Staffing Overview:

The following are the staffing changes that have taken place during this reporting period.

- Hires
  - Nevaeh Patey, PT Cell Block Monitor
  - Karleigh Van Veen, PT Cell Block Monitor
  - Kaitlyn Gautreau, PT Cell Block Monitor
  - Reid Kinal, Recruit Constable
  - Harjot Singh, Recruit Constable
- Transfers/Promotions
  - Curtis Gloade successfully posted to the position of Training Officer, start date TBD
- Retirements/Resignations
  - Judianne Lloyd, PT Cell Block Monitor, PT Special Constable
  - Michaela Littlejohn, PT Dispatcher
  - Brayden Rahn, PT Cell Block Monitor
  - Angela Reid, FT Constable

**Note:** The Board will send correspondence to members confirming acceptance of their resignations.



## Wellness

The Wellness Committee held a step challenge for people to become physically active because physical activity helps support mental health. About half of our members participated and the team walked the equivalent of the distance from St. John's, Newfoundland to Regina, Saskatchewan. Every day that people walked over 10,000 steps they were entered into draws for gift certificates and there were also prizes for the most honest stepper etc.

Members participated in the survey to assess Occupational Stress in the Workplace offered through the Public Services Health and Safety Association. The survey results fall into one of three risk categories based on the scores: **Challenge**, **Concern** and **Thriving**. A higher score reflects stronger psychological health and safety conditions and lower vulnerability to stress related harm. The total score is based on four subscales which measure employee's perception of a supportive environment, supportive leadership, resiliency behaviours and support programs. Results for the survey will be available in June.

### FINANCIAL/RISK IMPLICATION(S):

Salaries and benefits of personnel are more than 90% of the police service's operating budget. People are the foundation of our service. Human resource management helps reduce and prevent risk with proper training, health and safety measures, attention to staff wellness, and appropriate staffing levels.

### OPERATIONS PLAN:

"Our Members" is one of the Board's four Strategic Priorities in the 2023-2026 Operations Plan. The scope of Human Resources embraces many of the Plan's goals, such as: promoting members' mental and physical wellbeing; promoting professional development and training opportunities for all members; and promoting and planning for long term succession.

### SUBMITTED BY:

Wendy Pratt, Human Resources Manager



## REPORT TO THE OWEN SOUND POLICE SERVICES BOARD

**SUBJECT: Chiefs Activity Report – May 2025**

**TO:** Chair and Members of the Owen Sound Police Services Board

**DATE:** June 20, 2025

- 
- Days Off/Annual Leave – 1 day
  - HR ECI Hiring –30 hours
  - OSECC Meetings– 14 hours
  - Grey Bruce Police Leaders meeting on Training – 6 hours
  - Grant Discussions, Preparations, Finalizing – 4 hours
  - OACP Zone Meetings – 8 hours
  - City Hall Meeting – 2 hours
  - Community Drug Alcohol Strategy – 2 hours
  - Meeting Downtown Business Owner – 3 hours
  - Recruiting Info night at OSPS – 2 hours
  - Community Safety & Well-Being, Advisory Committee meeting – 2 hours
  - Meeting with Dr Arra GBPH – 2 hours
  - Rogers TV taping Over Coffee - 2 hours
  - Meeting Inspectorate of Policing Data Research Team at OSPS – 3 hours

**SUBMITTED BY:**

Craig Ambrose, Chief of Police



## OWEN SOUND POLICE SERVICE

### BOARD POLICY

Issued: 2025

Reviewed: June 25, 2025

Revised:

Expires: Indefinite

Rescinds:

OSPSB GP-024 Political Activity

#### 1. **Preamble:**

- a) The purpose of this policy is to outline the guidelines and restrictions regarding the political activities of police officers employed by the Owen Sound Police Service, pursuant to the *Community Safety and Policing* (the “Act”) and *Ontario Regulation 402/23 Political Activity* (O. Reg. 402/23); and
- b) In addition, this policy provides direction on the appropriate use of Board resources during an election campaign in accordance with the *Municipal Elections Act*. This ensures that all candidates are treated fairly and consistently and preserved the integrity of the electoral process.

#### 2. It is the Policy of the Owen Sound Police Service Board (the Board) that:

- a) That Police officers of the Owen Sound Police Service have the right to vote in elections, be a member of or hold a position in a political organization, and make contributions to political organizations or candidates;
- b) When off-duty and not in uniform, they may:
  - I. Attend and participate in public meetings, including those with elected representatives, government officials, or candidates;
  - II. Attend and participate in meetings or conventions of a political organization;

- III. Canvass for or act as a scrutineer for a political organization or candidate; and
  - IV. On polling day, transport voters to polling places on behalf of a candidate.
3. Police officers of the Owen Sound Police Service must not:
- I. Express views on issues directly related to their responsibilities as police officers;
  - II. Associate their views with their police position or represent those views as those of the Owen Sound Police Service;
  - III. Solicit or receive funds on behalf of political organizations or candidates; or
  - IV. Engage in any political activities that would or could place them in a conflict of interest.
4. On-duty activities are only permissible if authorized by the Chief of Police or, in the case of the Chief of Police, by the Board;
5. Police officers of the Owen Sound Police Service may express views on issues not related to election campaigns and may attend public meetings as long as they do not support or oppose candidates or political parties during election periods;
6. Police officers of the Owen Sound Police Service may not seek or hold candidacy in federal or provincial elections unless on a leave of absence without pay as granted by the Board;
7. Police officers of the Owen Sound Police Service may seek candidacy or serve on a band council or municipal council if the Police Service does not operate within the relevant band or municipality, and the candidacy does not interfere with their duties or create a conflict of interest. In such cases, officers may not need a leave of absence but must apply for one if required.
8. If elected to federal or provincial positions must resign immediately;
9. A Police officer of the Owen Sound Police Service elected to a band council or municipal council may not need to resign if it does not interfere with their duties or create a conflict of interest. However, they must abstain from discussions or votes related to the Police Service's budget.

10. The Chief of Police will maintain written procedures on political activities and address any concerns or complaints related to political activities to ensure adherence to this policy.

**11. Use of Board Resources for Election Purposes:**

a) In addition, this policy applies to all candidates running for election including Board members, registered third parties and Board employees which includes the Owen Sound Police Service;

b) Legislative Authority:

The *Municipal Elections Act* prohibits a municipality or local board from making contributions towards the promotion of or opposition to the candidacy of a person for an elected office in any form or in support of or opposition to a question on a ballot. This includes assets, resources, services and employees.

c) Definitions:

- I. **Act** - means the *Municipal Elections Act, 1996*, as amended, and includes any regulation made there-under.
- II. **Campaigning** - means a municipal election-related activity for the purpose of supporting or opposing the election of a Candidate or a question on the ballot.
- III. **Campaign-related materials** - means those materials that promote or oppose the candidacy of a person for elected office.
- IV. **Employees** - includes full-time, part-time or contract personnel employed by the Board; and
- V. **Registered Third Party** - means an individual, corporation or trade union that is registered with a local municipality under s. 88.6 of the Act.

d) It is the Policy of this Board that:

- I. No person shall use Board facilities, equipment, supplies, services and employees or other Board resources for election campaign or any campaign-related purposes. No person shall undertake campaign-related activities at Board facilities including displaying campaign signs or materials at any Board facility;

- II. No person shall campaign and/or distribute campaign-related materials during any event hosted by the Board or Owen Sound Police Service regardless of location;
- III. Communications:
- photographs and videos produced for and/or owned by the Board and the Owen Sound Police Service shall not be used by candidates, Board members, registered third parties or Board employees;
  - the Board's and the Police Service's logo, brand and other marks shall not be used in campaigning or included on any campaigning website;
  - the Board's voicemail system and Police Service voicemail system shall not be used to record campaigning messages;
  - websites and social media sites that are funded, owned and operated by the Board and by the Police Service shall not include any election-related campaign material;
  - the Board's and Police Service's communication materials shall not profile (name or photograph), make reference to and/or identify any individual as a candidate; advocate for or against a particular candidate; and
  - Candidates, Board members, registered third parties and Board employees shall not print or distribute any election campaign materials using board funds or resources.
- IV. Candidates, Board members, registered third parties and Board employees shall not use Board or Police Service devices for any election-related purposes including computers, cell/smartphones, tablets, printers, scanners, applications, photocopiers, email, social media accounts, telephone systems, network and file storage;
- V. The Board's and Police Service's contact information including facility addresses, telephone numbers and email addresses are not to be used by a candidate or registered third party as their election campaign contact information; and
- VI. Board employees may participate in election-related activities provided that employees do not engage in any political activity during working hours or use the Board's resources in accordance with this policy.

And that employees do not identify themselves as Board employees when engaged in political activity.

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**Chair**

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**Date**

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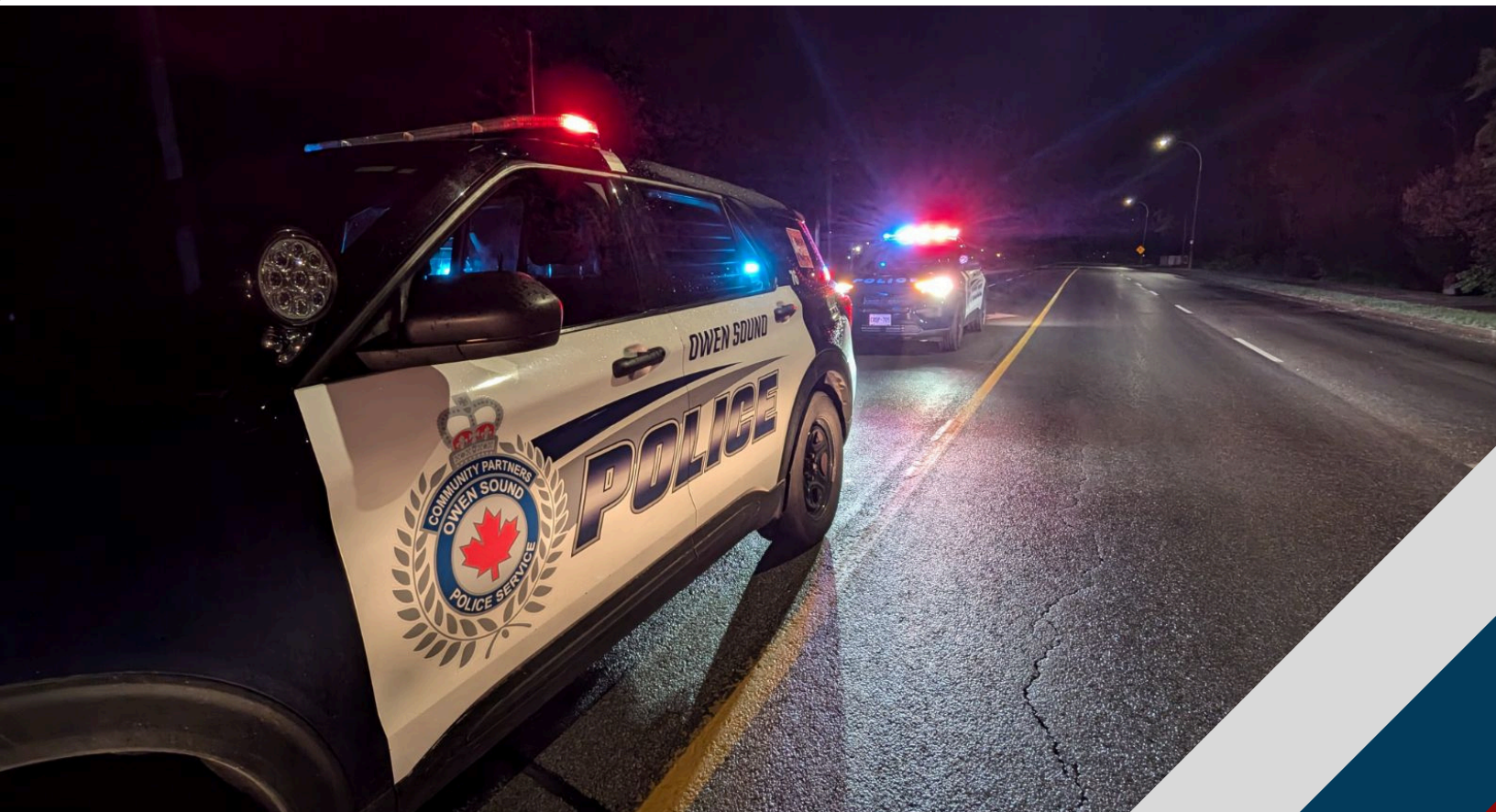
**Executive Assistant**

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**Date**



# 2024 ANNUAL REPORT



# A MESSAGE FROM THE POLICE SERVICE BOARD CHAIR



On behalf of the Owen Sound Police Service Board (the Board) I am pleased to join Chief Ambrose in introducing the Owen Sound Police Service's 2024 Annual Report.

I would like to recognize my fellow Board members for their continued commitment, participation and flexibility in bringing strong, measured governance and leadership to support our community, and the police service personnel that deliver services to our community every day.

In April 2024 the Community Safety and Policing Act (CSPA), 2019, came into force. This was the first major change to the policing act since the previous Ontario Police Services Act was established in 1990. This new act is one of the pillars of our governance structure and outlines responsibilities for police service boards to ensure policing functions are provided in accordance with established standards and legal requirements.

The CSPA has approximately 30 supporting regulations that are tailored for municipal police services including a clear definition of Adequate and Effective Policing. This new act has dramatically changed the administrative work of police services and has placed a significant additional workload on our already busy police service. The introduction of the Inspectorate of Policing has also increased the reporting and the measurement of police functions in order to properly measure and determine the adequacy and effectiveness of the provision of policing services in our community. The new act also prescribes mandatory training for board members prior to them becoming board members and also during their tenure.

The past year continued to see a rise in drug, alcohol, mental health, and property crime related issues within our city limits. In 2024 the service expanded its deployment model for mental health workers who are now working days and afternoons, riding with officers, and attending calls where they may offer assistance and contribute to positive outcomes.

In October 2024 we completed the renovations and modernization of the Owen Sound Emergency Communications Centre (OSECC). OSECC is one of only two communications centres across Ontario providing dispatch services to a number of other emergency services. This new modern facility is in the final stages of testing and implementation of the “Next Generation 911 Service.”

I would like to acknowledge the work and dedication that is continually being displayed by our uniform, civilian, and special constable staff members, and auxiliary volunteers who work tirelessly in our community to keep our residents and visitors safe.

Lastly, I would like to thank Chief Ambrose for his endless support and unwavering commitment to the service and the community.

John Thomson Chair – Owen Sound Police Service

# A MESSAGE FROM THE CHIEF OF POLICE

As Chief of the Owen Sound Police Service, it's my privilege to present the 2024 Annual Report. This is our opportunity as a police service to provide insight and information highlighting the significant events, demands on resources, and milestones of the past year, as we continue to fulfil our vision "to be a trusted partner in advancing the safety and wellbeing of a vibrant, inclusive, and healthy community." It is also a key opportunity to provide an update on the implementation of the Board's 2023 to 2026 Strategic Priorities.



On behalf of the Owen Sound Police Service, I wish to thank the members of the Owen Sound Police Service Board for their continued guidance, governance, and oversight. Their work, on behalf of all residents, is vital to ensuring effective police service delivery that promotes public safety in our community.

On April 1, 2024, the Ontario Community Safety and Policing Act, 2019, replaced the Police Services Act, 1990. This legislation made sweeping changes to the way police services and their boards operate across Ontario. Although this has been a significant adjustment for the policing profession, we look forward to continue modernizing and working through the Regulations and the impact of these changes with the Ministry of the Solicitor General, the Inspectorate of Policing, the Owen Sound Police Service Board, and our members.

In October 2024, we unveiled a newly relocated and expanded Owen Sound Emergency Communications Centre (OSECC) to meet growing service demands across 28 municipalities and two Indigenous communities.

This investment has enhanced operational resilience, boosted responder coordination, improved the work environment for Communicators' wellbeing, and ensured faster, more effective delivery of emergency services to our community and all those we serve—advancing public safety well into the future. This investment was completed without funding from the City of Owen Sound and will help to continue to offset the costs of policing to our city taxpayers into the future.

Like many police services across the province and country, the Owen Sound Police Service faced ongoing challenges in recruiting in 2024. Despite these obstacles, OSPS successfully welcomed a record number of new employees into our policing family. We have worked hard to attract individuals who are committed to community service and excellence in policing. The onboarding of these new members has not only strengthened our capacity but also brought fresh perspectives and energy to our team.

Overall, 2024 was another busy year for our police service, responding to challenging, varied and an ever-increasing number of calls for service, engaging with our community, and advancing the safety and wellbeing of Owen Sound. It is important to highlight the incredible dedication and resilience of our sworn and civilian members and senior leaders of the service, who enable our operations to run effectively day in and day out. Their hard work and commitment are invaluable to the citizens we serve.

Finally, to all of the members of our community, thank you for your trust, cooperation, engagement, and your role in community safety and wellbeing. It's with your support and collaboration that we are able to provide you with the policing services that you deserve and expect.

Craig Ambrose Chief of Police – Owen Sound Police Service

# VISION

# MISSION

# VALUES

## OUR VISION

To be a trusted partner in advancing the safety and wellbeing of a vibrant, inclusive, and healthy community.

## OUR MISSION

To deliver high quality policing services while fostering collaborative partnerships and community engagement that strengthen public safety and community wellbeing.

## OUR VALUES

We value our community and our people through:

<b>INTEGRITY</b>	By serving with respect, honesty, and accountability
<b>DEDICATION</b>	By fostering a commitment to wellbeing, growth, and inclusivity
<b>LEADERSHIP</b>	By motivating and inspiring a vision for the future
<b>TEAMWORK</b>	By empowering the contributions and opinions of others
<b>INNOVATION</b>	By encouraging progressive ideas and solutions

# LAND ACKNOWLEDGEMENT

The Owen Sound Police Service acknowledges that we are on the traditional lands of the First Nations and that the land has been inhabited by Indigenous peoples from the beginning. In particular, we acknowledge the history, spirituality, and culture of the Territory of the Anishinabek Nation; the People of the Three Fires known as Ojibway, Odawa, and Pottawatomi Nation and further give thanks to the Chippewas of Saugeen, and the Chippewas of Nawash, known collectively as the Saugeen Ojibway Nation, as the traditional keepers of this land. We recognize and deeply appreciate their historic connection to this area as well as the contributions of the Métis, Inuit, and other Indigenous peoples whose ancestors shared these lands and waters. May we live with respect for each other on this land and live in peace and friendship with all its diverse peoples.



# OPERATIONS PLAN 2023-2026

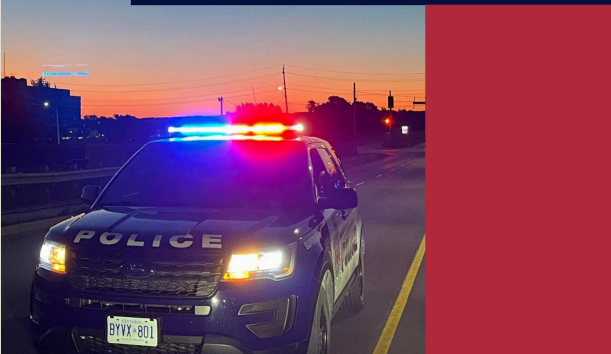
Owen Sound Police Service's 2023-2026 Operations Plan is a collective result of much time and effort from the Police Service Board, OSPS members, and the community in thoughtfully and constructively sharing feedback, acknowledging successes, and identifying challenges with public safety and delivery of police services in the City of Owen Sound.

In March 2023 the Owen Sound Police Service Board approved the 2023-2026 OSPS Operations Plan. The Plan includes 14 goals and 50 specific actions within the Board's Strategic Priorities of:

- COMMUNITY SAFETY
- COMMUNITY WELLBEING
- OUR MEMBERS
- SUSTAINABILITY



Owen Sound Police Service  
**2023-2026**  
Operations Plan



The full Plan can be viewed on the OSPS website

<https://www.owensoundpolice.com/learn-about-us/publications-and-reports/>

# OPERATIONS PLAN

## 2023-2026

### YEAR TWO PROGRESS

As part of our commitment to achieving the Plan's goals, each action has a designated Position and Person Accountable selected to lead, coordinate, and take ownership of moving the action forward. The end of 2024 marks the Plan's second year. At this midway point, four actions have been completed; one action is to be initiated; and the other 45 actions (90%) are all in progress.

There are tremendous efforts and initiatives ongoing across the Service. In some cases, significant steps have been completed while additional actions continue; and in other cases, the efforts in the first two years are part of ongoing work to solidify the actions into long term, standard business practice some. Some highlights from Year Two's progress:

- **Completed** - The Owen Sound Emergency Communications Centre (OSECC) achieved a significant milestone in 2024, with the grand opening of the newly renovated centre in October. This completes the action to relocate the OSECC to a modern, functional workspace that better supports emergency dispatch needs.
- Many other initiatives continue to foster a sustainable communications centre, such as: regular block training specific to dispatchers; development of new Standard Operating Procedures revised call subtypes and priority definitions implemented in December 2024; and a partnership formalized in Fall 2024 with Sarnia Police as the OSECC back-up site.
- **Completed** - To advocate for a sustainable police funding model, the City of Owen Sound and Grey County formalized an agreement to provide equitable funding to assist with court security costs annually. Although this completes action, review of court needs and costs will be part of ongoing business practices.

# OPERATIONS PLAN

## 2023-2026

### YEAR TWO PROGRESS

- Leveraging grant funds from the Ministry, Community Oriented Response Unit (CORE) officers conducted and collated information from business owners in the River District regarding their concerns, complaints, and safety concerns. This feedback was used to focus police visibility in high priority areas.
- Along with CORE officers, part-time officers continue to conduct high visibility foot and bike patrols at peak periods. Most recently, in the 2024 fall/winter season, these dedicated officers were assigned to patrols during noteworthy events including Remembrance Day Parade, Hottest Yard Sale, Festival of Northern Lights, Ribfest, Owen Sound Attack home games and the Farmer's Market among many others.
- Attending, hosting and promoting community events by the Community Services Officer and the summer Youth In Policing Initiative students has also contributed significantly to improving police visibility.
- With support from the Ministry's Enhanced Mobile Crisis Response Team grant, a second Canadian Mental Health Association (CMHA) crisis worker was added to the OSPS team, expanding hours of their availability, and maximizing opportunities for police and crisis workers working together.
- Victim Services is now occupying office space at OSPS, increasing the opportunities for referrals, efficiencies, and follow up with victims of crime.
- A new Efficiency Committee was formed in October 2024 to address issues and processes across the Service that may be unnecessary, inefficient, inconsistent or missing. Representative members from areas across the Service are now meeting monthly.

# OPERATIONS PLAN

## 2023-2026

### YEAR TWO PROGRESS

- The newly created Human Resources (HR) Manager position was filled and onboarded in June 2024. The HR Manager is now steering many goals and actions. For example:
  - a strategic recruitment plan has been developed, career fairs are booked, and a new social media campaign has been launched to help with long term recruitment and retention of members within a competitive labour market;
  - a internal Wellness Committee has been formed and over 50% of members participated in a 30x30 fitness challenge in November;
  - training for performance appraisals was completed, and appraisals were initiated for senior team members in 2024; and
  - civilian members attended regular block training with sworn members for the first time in the Fall of 2024. Plans are already underway for this annual civilian block training each fall.

# HUMAN RESOURCES

Despite facing a challenging recruiting environment during 2024 the Owen Sound Police Service made strides in attracting new members to our workforce. We were able to attract 27 new members to the service, 8 of whom were Recruit Constables and 37% of them were women, exceeding the goal of 30% across the province.

Policing is inherently demanding, often involving unpredictable and high-stress situations. Recognizing the importance of mental wellness, we increased the size of our peer support team adding another civilian and another sworn member to the team. This was accompanied by an educational campaign for our members helping them understand and make use of this program.

To better support members returning to work from leaves or traumatic work events the HR Manager was trained as a Reintegration Facilitator. This program provides a member centric return to work program tailored to specific needs. It provides both skills and equipment exposures in a planned format that provides the member (sworn and civilian) with the tools they need to make a successful return to work.



Looking forward into 2025 focus will be placed on further developing our Recruitment and Wellness programs, Organizational Development and Health & Safety.

# YEAR END REPORTING

## Clearences and Charged Persons



	2024	2023	Differential
• Incidents cleared by charge	2,372	2,306	+ 3%
• Adult males charged	771	605	+ 24%
• Adult females charged	294	198	+ 39%
• Young Offender males charged	29	19	+ 42%
• Young Offender females charged	14	9	+ 43%

## Reduce Impaired Driving Everywhere (RIDE) Program



	2024	2023	Differential
• RIDE Programs	226	282	- 22%
• Vehicles Stopped	12,673	12,591	+ 1%
• Impaired Drivers (RIDE program)	4	2	+ 67%

# YEAR END REPORTING

## Reports

Report Type	2024	2023	% Change
Crown Briefs	1,026	725	+ 34%
Missing Person	99	76	+ 26%
Sudden Death	60	49	+ 20%
Freedom of Information	50	65	-26%
Criminal Record Checks	1,779	1,738	+2%
Warrants Processed	423	627	-39%
Police Reports	4,169	4,305	-3%

## Collision

Collison Reporting	2024	2023	% Change
Total Collisions	537	489	+9%
Total Collisions Involving Injury	52	42	+21%
Fatal Collisions	0	0	-
Investigated By OSPS	246	240	+2%
Investigated by Collision Reporting Centre	291	249	+16%
Collisions with Pedestrians	12	7	+53%
Collisions Involving Cyclists	10	8	+22%

# OWEN SOUND EMERGENCY COMMUNICATIONS CENTRE (OSECC)

## Grand Opening of the Newly Renovated OSECC

The Owen Sound Emergency Communications Centre (OSECC), as part of OSPS, has been providing professional radio communications to emergency services for more than 30 years across Ontario. It currently serves a population of 370,000 across 28 municipalities, two Indigenous communities and 48 different locations. Depending on each agency's requirements, OSECC provides 911 services, call taking and/or dispatching, or centrally hosted NG911 call handling.

The newly renovated OSECC officially opened on October 29, 2024. The communications centre features eight full dispatch desks (radio and NG911) with two call taker positions (NG911). Among many other new features, the workspaces have independent desk surface and monitor height adjustments as well as lighting, heating and cooling to provide an optimal work environment for communicators on 12-hour shifts.

The OSECC was featured in the Ontario Association of Chief's of Police (OACP) HQ Magazine, Winter 2024- 2025, in an article titled "[Improving Service & Enhancing Public Safety](#)", see link: [Improving Service & Enhancing Public Safety](#)





# OWEN SOUND EMERGENCY COMMUNICATIONS CENTRE (OSECC)

## Grand Opening of the Newly Renovated OSECC



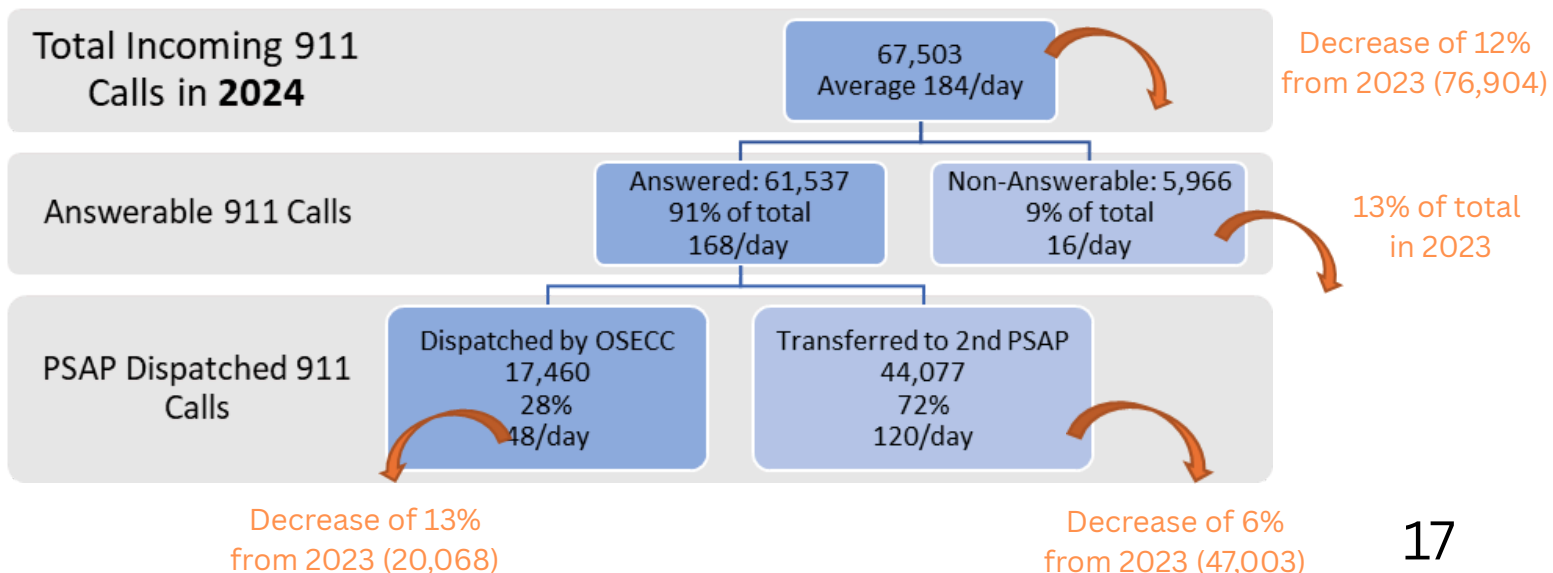
# OWEN SOUND EMERGENCY COMMUNICATIONS CENTRE (OSECC)



## INCOMING 9-1-1 CALLS

The OSECC serves as both a primary and secondary Public Safety Answering Point (PSAP). As a primary PSAP, incoming 911 calls are routed directly for Grey and Bruce County, and all six of the police agencies served: Owen Sound Police Service, Cobourg Police Service, Saugeen Shores Police Service, Port Hope Police Service, West Grey Police Service and Hanover Police Service.

As the secondary PSAP for fire departments in Huron and Perth Counties, the 911 calls handled by OSECC are transferred from another primary PSAP for OSECC to complete the dispatching process. Approximately 72% of answered 911 calls are transferred to another PSAP, while Communicators in the OSECC dispatch about 28% of 911 calls.

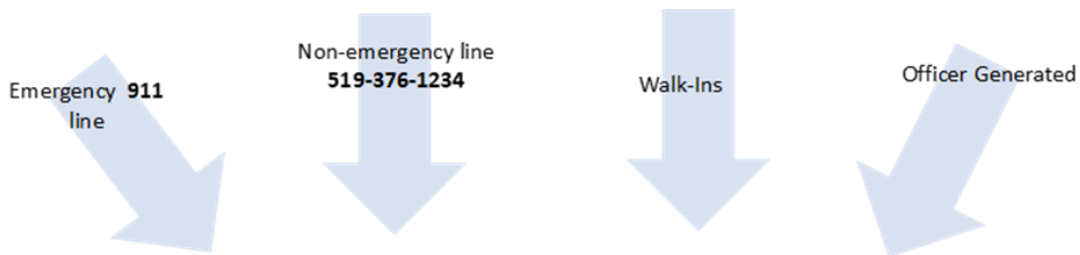




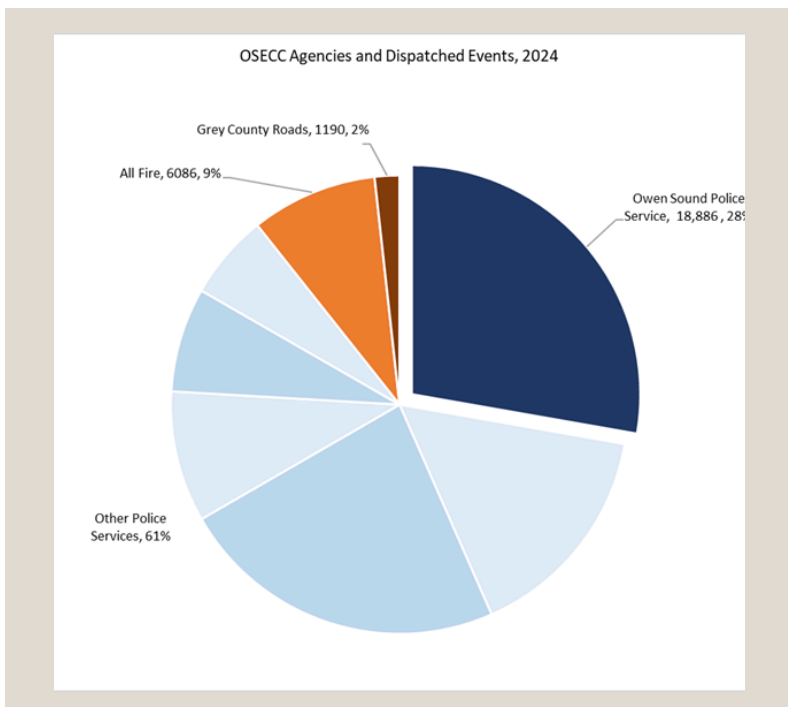
# OWEN SOUND EMERGENCY COMMUNICATIONS CENTRE (OSECC)

## COMPUTER AIDED DISPATCH (CAD)

Calls that are dispatched through CAD come from a variety of sources such as the non-emergency phone line, walk-ins, officer generated, as well as the 911 phone line.



	2024	2023	Difference
<b>All CAD Events in OSECC (Number)</b>			
All Police (inc. <a href="#">OSPS</a> )*	60,776	57,702	5.3%
All Fire	6,086	5,582	9.0%
Grey County Transport	1,190	1,113	6.9%
OSPS	18,886	18,738	0.8%
<b>All CAD Events in OSECC (Avg Daily Rate)</b>			
All Police (inc. <a href="#">OSPS</a> )*	166.1	158.1	5.1%
All Fire	16.6	15.3	8.5%
Grey County Transport	3.3	3.0	10.0%
OSPS	51.6	51.3	0.6%



There were 68,052 calls dispatched by the OSECC in 2024, a 6% increase from 2023. Owen Sound Police Service accounts for the largest volume of dispatched calls in the OSECC with 28% or 18,886 calls dispatched for OSPS in 2024.

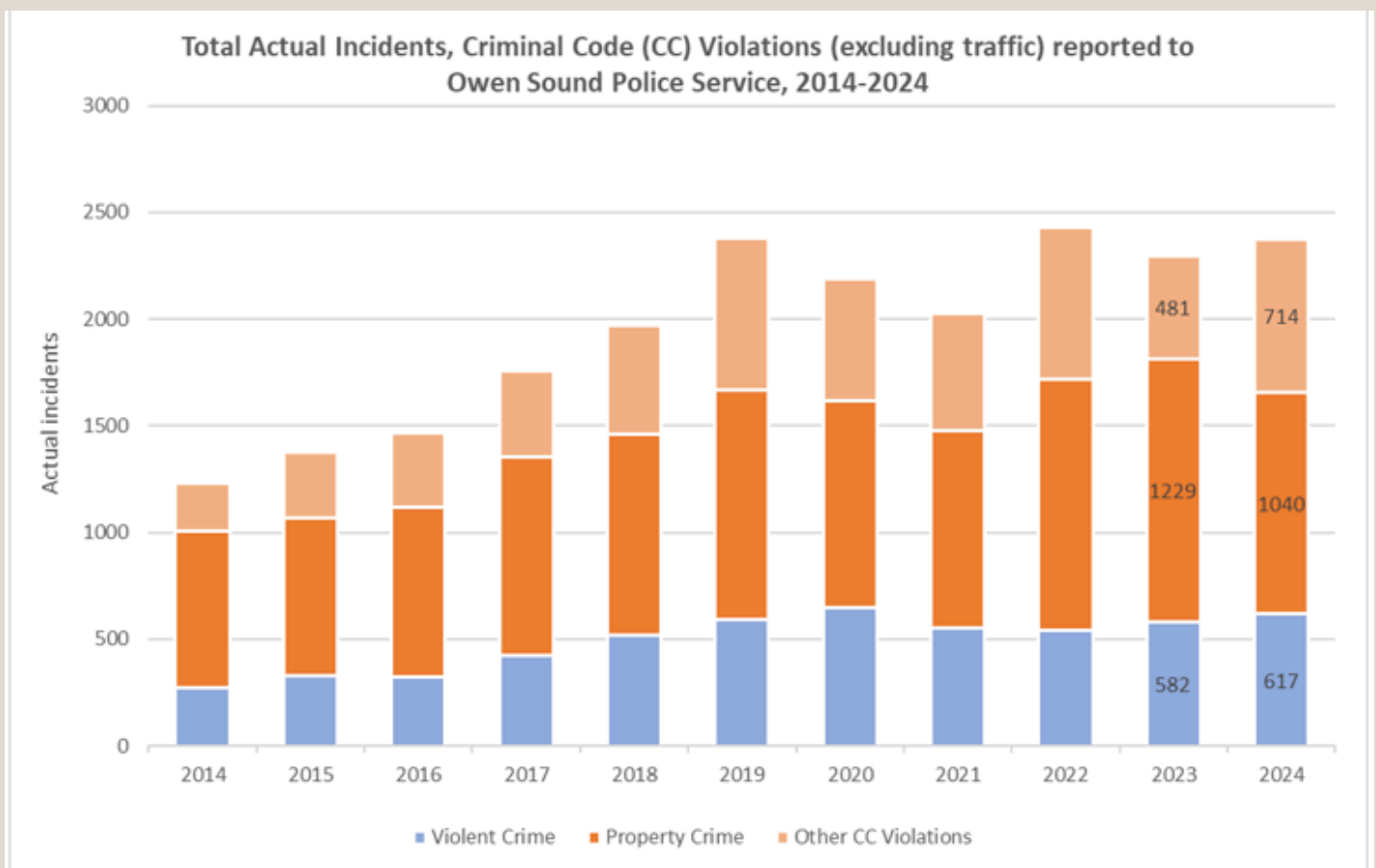
# POLICE-REPORTED CRIME, OWEN SOUND POLICE SERVICE 2024

## Police-Reported Crime, Owen Sound Police Service, 2024

Police-reported crime is measured by a count of the most serious violation within an incident. In 2024, there was a total of 2,371 Criminal Code (CC) violations (excluding traffic) reported to OSPS.

This was a **3%** increase in volume compared to 2023, as a combined result of:

- Violent Crime or Crimes Against Person increasing **6%**
- Property Crime or Crimes Against Property decreasing **-15%**
- Other Criminal Code Violations increasing **48%**



Source: Statistics Canada

# POLICE-REPORTED CRIME, OWEN SOUND POLICE SERVICE 2024

Some of the more numerous and significant police-reported crimes are highlighted:

Violent Crime			
Criminal Code Violation	2024 (Actual)	2023 (Actual)	Percentage Change
Homicide (includes first and <u>second degree</u> murder, manslaughter, criminal negligence causing death)	1	4	-75%
Sexual Assault with weapon, Level 2	1	3	-67%
Sexual Assault Level 1	29	58	-50%
Aggravated Assault, Level 3	7	6	17%
Assault with weapon or bodily harm, Level 2	71	52	37%
Assault Level 1	188	183	3%
Assaults Against a Peace Officer	19	11	73%
Robbery	8	4	100%
Criminal Harassment	121	85	42%
Utter Threats	124	97	28%
Indecent/Harassing Communications	37	38	-3%
Property Crime			
Criminal Code Violation	2024 (Actual)	2023 (Actual)	Percentage Change
Break and <u>Enter</u>	57	59	-3%
Theft of a Motor Vehicle	11	21	-48%
Theft Over \$5000	19	9	111%
Theft Under \$5000	576	706	-18%
Fraud	201	225	-11%
Mischief	163	187	-13%
Other Non-Violent Criminal Code Violations			
Criminal Code Violation	2024 (Actual)	2023 (Actual)	Percentage Change
Administration of Justice Violations (includes <u>fail</u> to comply with order, <u>fail</u> to appear, breach of probation)	518	295	76%
Weapons Violations	29	31	-7%
Disturb the Peace	120	116	3%
Indecent Acts	12	7	71%

Notes: (1) Based on most serious violation of the incident; (2) Statistics are preliminary and may fluctuate based on final Uniform Crime Reporting (UCR) release; (3) Some 2023 counts have been revised.  
Source: Statistics Canada.

# PROFESSIONAL STANDARDS

Police officers in Ontario are governed by the Community Safety and Policing Act, 2019, and by the OSPS policies and procedures. On April 1, 2024, when the CSPA came into effect, the Office of the Independent Police Review Director (OIPRD) became Law Enforcement Complaints Agency (LECA). LECA operates in much the same way that the OIPRD did, continuing to receive, screen, and investigate public complaints concerning police conduct. However, LECA's mandate now includes Special Constables.

Upon receiving a complaint, LECA can elect to:

- conduct an investigation,
- screen the complaint out as being not in the public interest to proceed,
- direct an investigation to be conducted by the police service of the respondent officers, or
- direct an investigation to be conducted by another police service.

Complaints not involving officer conduct, such as complaints about a Service's procedures or the policies of a Police Service Board, or the adequacy and effectiveness of a police service, are now the responsibility of the Inspector General of Policing. No such complaints were received about OSPS in 2024 from the Inspector General of Policing.

In 2024, a total of 11 complaints in relation to OSPS officer conduct were received by LECA. This compares to 16 received in 2023 (by the OIPRD).

Of the 11 conduct complaints in 2024:

- 8 were screened out by LECA as being not in the public interest to investigate, and
- 3 were screened in by LECA for investigation by OSPS.

Findings of the three 2024 LECA investigations:

- One complaint was discontinued by LECA when it was determined that the complainant was before the courts on charges related to the complaint.
- One complaint was withdrawn by the complainant after the complainant was shown video footage of the incident that formed the substance of the complaint.
- One complaint was resolved informally after the investigation showed that a new officer missed an important point in a police report, and the report was corrected to the complainant's satisfaction.

There was one OIPRD investigation carried over from late 2023, and in early 2024, the OIPRD screened out the complaint as being not in the public interest to investigate following receipt of information from OSPS that the complainant was before the courts on charges related to the complaint.

# INFORMATION TECHNOLOGY

Throughout 2024, the IT team was heavily involved in the completion of the new OSECC dispatch centre. This required the installation of approximately 40+ computers to ten workstations as well as wall displays including custom wiring for telephony.

The transition to Next Generation (NG) 911 was also a significant focus in 2024. There were installations at both the primary and secondary (back-up) communication centres, certification testing, and ongoing training. This complex undertaking is on track to transition in 2025 before the Canadian Radio-television and Telecommunications Commission (CRTC) deadline.

OSPS welcomed new partners for our NG911 Call Hosted Solution including Smiths Fall Police and Fire Services, Brockville Police and Fire Services, Gananoque Police, and Hawkesbury Fire Department. This required site visits in Eastern Ontario, fibre cable design and network programming and documentation for approximately 12 locations and 40 devices.

OSPS IT attended the Grey County Emergency Resource Workshop and lead a team consisting of OPP, County, and municipal representatives in an ice storm situation involving prolonged outages and degradations of service.

The OSECC completed its Computer Aided Dispatch (CAD) upgrade which provides for modernized hardware and software. This was conducted by the vendor, the provincial government, and OSPS IT. This required many days of preparation and programming with communication to all dispatch partners.

IT continues many other projects initiated in 2024, for example: security audits; development of bail compliance dashboard; Microsoft 365 implementation; provision of backup dispatch services for other policing agencies; upgrades to fire department alerting; enhanced analytics; and Records Management System's transition to a new User Application (UA) platform.

# YOUTH IN POLICING INITIATIVE (YIPI)

The Owen Sound Police's Youth in Policing Initiative (YIPI) continues to serve as a vital program for building and strengthening relationships between the police and youth in the community of Owen Sound. Funded by the Ministry of Children and Community Services, YIPI offers meaningful employment opportunities for youth aged 13 to 18, while promoting civic engagement, skill development, and community connection.

Throughout the year, YIPI students play a key role in delivering information and presentations on topics such as crime prevention, social media awareness, and bike safety. In addition, participants support local special events and festivals, contributing to a safer and more connected community.

In Summer 2024, OSPS proudly employed five YIPI students, who brought enthusiasm, leadership, and fresh perspectives to their roles. For the 2024-2025 school year, which concluded in March 2025, OSPS continued the program with four additional students, maintaining strong youth engagement throughout the year.

One exciting highlight this year was welcoming our first former YIPI student as a police constable. This individual first joined us as a YIPI student in summer 2021, and after showing continued dedication and hard work, they were officially sworn in as a constable with the Owen Sound Police Service in September 2024. It's a proud moment for the program and a great example of how YIPI can help shape future careers in policing.





# LAW ENFORCEMENT TORCH RUN FOR SPECIAL OLYMPICS ONTARIO

On Thursday, June 13, 2024, the Owen Sound Police Service hosted the annual Law Enforcement Torch Run (LETR) in support of Special Olympics Ontario. OSPS members, local Special Olympic Athletes, along with Saugeen Shores Police, Hanover Police, West Grey Police, and the OPP, ran and walked routes across Grey and Bruce counties in Port Elgin, Hanover, Durham, and Chatsworth. The event culminated with a final run in Owen Sound and a BBQ at Victoria Park, next to the Julie McArthur Regional Recreation Centre.

The Ontario Law Enforcement Torch Run® (LETR) is the largest public awareness and grass-roots fundraiser for Special Olympics. Known honourably as Guardians of the Flame, law enforcement members and Special Olympic Athletes carry the “Flame of Hope”, symbolizing courage, celebrating diversity, and championing acceptance, uniting communities around the globe.

Over the years the Torch Run has evolved and now encompasses a variety of innovative fundraising platforms including Polar Plunges, Tip-A-Cops, NHL Alumni Games, Torch Rides, Endurance Series and more. Since its inception, the LETR has raised more than \$46M and changed millions of attitudes.



# OWEN SOUND POLICE SERVICE AUXILIARY UNIT

The OSPS Auxiliary Unit continues to be an incredibly valuable part of our organization, providing dedicated volunteer support that strengthens our connection with the community and enhances public safety.

Throughout 2024, our Auxiliary members were active and engaged, contributing their time and energy to a wide range of community events and supporting front-line operations through ride-alongs with uniformed patrol officers.

A standout moment this year was their leadership and participation in our annual holiday food drive, held in partnership with the Salvation Army. Thanks to their efforts, the event was a resounding success—bringing in 890 lbs of food and \$3,881 in cash and tap donations. When calculated together, the total value of contributions reached an impressive \$7,000.

The Auxiliary Unit's dedication, professionalism, and commitment to service make them an indispensable part of our team. We are deeply grateful for their continued support and look forward to their ongoing contributions in the years ahead.



# CITIZENS' POLICE ACADEMY (CPA)

Have you ever wondered what policing in Canada is really like? The Owen Sound Police Service Citizens' Police Academy (CPA) is an opportunity for interested community members to take a deep dive into the world of policing operations here in Owen Sound.

The program was launched in 2023 and runs annually for eight weeks. Each week different subject matter experts present on such topics as complex criminal investigations, forensic identification techniques, police communications and dispatch, technical surveillance and digital evidence, and the courts and criminal justice system. The 2024 CPA ran from January to March 5, 2024.





# NATIONAL POLICE WOMAN DAY

On September 12, National Police Woman Day, OSPS acknowledged the brave women of law enforcement who serve our community and keep us safe.

OSPS is grateful for the important and valuable contributions female Police Officers bring to the policing profession. Their skills in de-escalation, communication, problem solving, decision making, community engagement, compassion and empathy have a profound impact on our police services and the communities we serve.



# NEW OSPS WEBSITE

Owen Sound Police Service's new website launched on March 20, 2024. The new version of [OwenSoundPolice.com](https://OwenSoundPolice.com) enhances user experience and increase searchability for police information and online services.

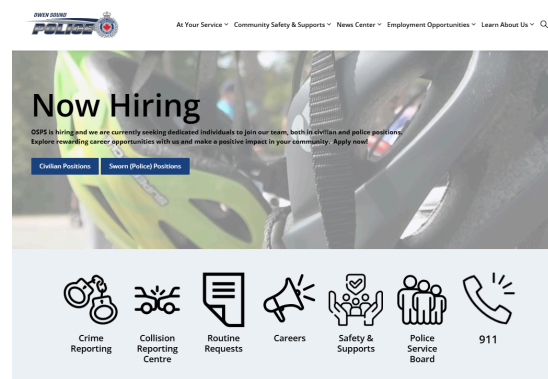
The new site designed included extensive research, content review, and consolidation, internal and external testing, refinements based on feedback, and staff training. Search functionality was one of the top priorities guiding the development of the new site. The website was designed to make it easier for visitors to navigate the site and includes an improved sitemap structure and enhanced search function to help users find the information they need faster.

OSPS's website project includes enhancements such as:

- Development of subscription-based newsletters offering users the ability to receive proactive updates relating to news, job opportunities, and events
- Navigation organization that is aligned with how visitors typically search for information and items
- A responsive design that provides consistent viewing on any device or computer

The website is one of OSPS's key communication tools, and serves as a valuable resource for residents, businesses, and visitors, and is the quickest way to find current information on police services, programs and recruitment opportunities.

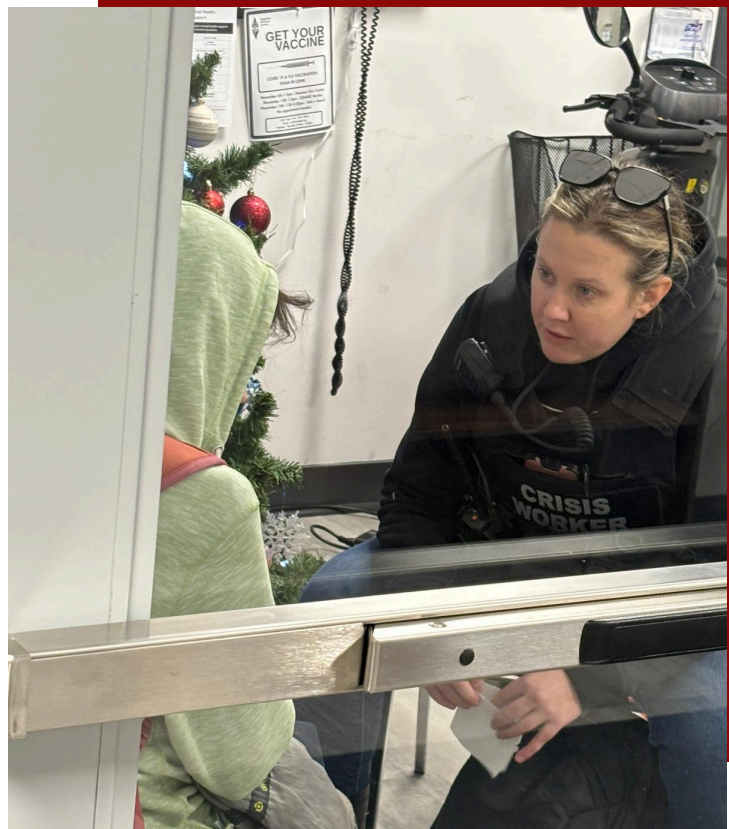
Visit the new website at [OwenSoundPolice.com](https://OwenSoundPolice.com).



# MENTAL HEALTH CRISIS RESPONSE TEAM (MHCRT)

Since October 2019, the Canadian Mental Health Association (CMHA) Grey Bruce and the Owen Sound Police Service (OSPS) have partnered on a mobile crisis intervention program, now called the Mental Health Crisis Response Team (MHCRT). With a second full-time CMHA Crisis Worker joining the MHCRT team in 2024, coverage was expanded over afternoon and evening hours. Also in 2024, with improved access to mental health and addiction experts, the overall deployment approach was modified. CMHA Crisis Workers began to spend their shift riding along with patrol officers, rather than waiting in the office for a mental health call. With the change in deployment method, the percentage of the CMHA Crisis Workers' time attending live calls changed from about 20% to 75%.

This new deployment method is welcomed by all and has greatly leveraged the knowledge, skills and abilities of the Crisis Workers. Partners indicate increased understanding of MHCRT's role, improved trust with CMHA Crisis Workers present, and quicker turnaround at the hospital.



# MENTAL HEALTH CRISIS RESPONSE TEAM (MHCRT)

	2023	2024	Difference
Number of mental health and addictions crisis calls attended by MCRT	84	123	46%
Percentage of mental health and addictions crisis calls attended by MCRT that led to apprehensions under the Mental Health Act (MHA)	25%	11%	-56%
Average wait time at hospital with MHA	2:07	1:42	-20%
Number of proactive outreach and support activities initiated by MHCRT	45	129	187%

# COMMUNITY ORIENTED RESPONSE UNIT (CORE)

The CORE unit provides the opportunity for the Owen Sound Police Service to proactively address community issues and concerns, and to alleviate police calls for service. CORE works in partnership with many community agencies to address issues relating to criminal activity, by-law complaints, homelessness, addictions and mental health concerns. CORE also works closely with business owners in the River District, as well as throughout the



city, to address specific concerns they may have. Dedicating time to proactively deal with concerns and fostering partnerships within the community helps provide creative responses to problems, helps prevent calls for service and provides more suitable assistance to those who need it most.



# CRIMINAL INVESTIGATIONS

The Criminal Investigations Branch (CIB) investigates incidents that are more serious in nature and are often more complex. As a result, Detectives complete comprehensive investigations which include identifying and obtaining evidence from victims, witnesses, forensics, video surveillance, electronic devices, as well as other investigative actions, which often include judicial applications. Some of the major investigations that Detectives investigated in 2024 are summarized below.

## Sexual Assault

CIB assisted members of uniform patrol with a sexual assault allegation made in December by two former employees of a local business against the general manager. To date, twelve victims have been identified, numerous interviews have been conducted and the matter remains under investigation. A 58-year-old male was arrested in February 2024 and charged with twenty-five criminal offences, mostly against youths, in relation to Sexual Assault, Sexual Interference and Sexual Exploitation. The male was held, however was released by the courts with a future court appearance.

# CRIMINAL INVESTIGATIONS

## Bank Robbery

Members of CIB assisted uniform patrol officers with the investigation into a robbery that had occurred at a downtown financial institution. As a result of the quick police response, an 18-year-old man was arrested approximately fifteen minutes after the robbery had been reported. The man was charged with Robbery and Possession of Proceeds of Crime.

## Drug Trafficking

Patrol members conducted proactive patrols based on information provided by the Criminal Intelligence unit. This resulted in a traffic stop which led to two individuals, one from Brantford and one from Mississauga being arrested and 144 grams of Fentanyl, 52 grams of Cocaine, and over \$10,000 cash being seized. CIB members executed a search warrant on the motor vehicle and located further indications of drug trafficking.

# CRIMINAL INVESTIGATIONS

## Weapons

Members of CIB continued the investigation into a serious assault which occurred on June 22, 2024, on 8<sup>th</sup> Street East. The investigation revealed that the accused, a 37-year-old, Owen Sound man had attacked the victim, a 32-year-old man with a knife. The injuries sustained by the victim included three deep lacerations which required medical care. The accused was arrested on June 25<sup>th</sup>, 2024, and was remanded into custody.

## Aggravated Assault/Weapons/Drug Offences

Uniformed officers responded to an east side apartment building for the report of a male with a handgun standing over an unconscious male. Officers arrested a 46 year old male for numerous firearms related offences at the scene. Further investigation revealed that a 27-year-old male had been the victim of an assault and was transported to hospital via ambulance. It was later learned that the victim suffered a significant head injury and was transported to a London hospital for further medical treatment. CIB attended, and the investigation revealed that the victim had been robbed by two suspects, who fled in a motor vehicle. Uniformed officers located and seized the motor vehicle. A subsequent search warrant was executed, with officers locating a quantity of suspected methamphetamine and fentanyl, as well as multiple prohibited weapons. Two suspects, a 22 year old male and 31 year old male, were arrested and charged with numerous criminal offences including Aggravated Assault, Robbery, Possession of Prohibited Weapon and drug offences and Possession of Property Obtained by Crime. 34

# CRIMINAL INVESTIGATIONS

## Fraud

Members of CIB were assigned to continue the investigation into a suspected fraud reported by an Owen Sound business. The investigation revealed that a stolen debit card was used to make numerous purchases and cash withdrawals across Grey County, between September and October 2024, that resulted in a significant loss. Video surveillance footage has been obtained and a suspect has been identified. Further Production Orders for video surveillance footage has been requested and this matter remains under investigation.

## Sexual Assault and Forcible Confinement

Members of CIB assisted uniform patrol with a sexual assault and forcible confinement investigation. As a result, a 47-year old Owen Sound man was charged with robbery with violence, uttering threats to cause death or bodily harm (3 counts), assault (3 counts), assault with a weapon (2 counts), sexual assault, sexual assault using a restricted or prohibited firearm, forcible confinement (2 counts), possession of weapon for dangerous purpose (2 counts), and three counts of possession of a schedule I substance (3 counts).

CIB subsequently executed a search warrant on the residence which resulted in the seizure of \$47, 000 of illicit drugs and \$1300 cash proceeds. The accused was further charged with possession of a schedule I substance for the purposes of trafficking (3 counts), Possession of proceeds of property obtained by crime under \$5000 – in Canada.

# ARRESTS MADE IN ONGOING SHARIFUR RAHMAN HOMICIDE INVESTIGATION

On July 30, 2024, as a result of the ongoing homicide investigation being conducted by the Ontario Provincial Police (OPP) and Owen Sound Police Service (OSPS), arrests were made. The investigation began when Sharifur Rahman of Owen Sound, was assaulted in the area of 2nd Avenue East in Owen Sound on August 17, 2023, at approximately 9:20 p.m. The victim succumbed to his injuries and was pronounced deceased on August 24, 2023. Police released a description and photos of two suspects and a vehicle, requesting public information.



The OSPS and the OPP thank the Owen Sound community for their support and valuable tips provided. This incident has had significant impact in the community and OSPS sincerely appreciates everyone's patience as the thorough and comprehensive investigation continues. On December 18, 2024, OSPS and OPP hosted a joint Press Release with an update on the ongoing investigation

# BAIL COMPLIANCE AND WARRANT APPREHENSION (BCWA) TEAM

The BCWA Team proactively focus on individuals in Owen Sound who are re-offending while released on bail, issues of non-compliance, and re-offending by those under conditions of community supervision. Composed of a full-time officer, supplemented by officers on dedicated overtime shifts, and administrative support from a part-time civilian, the BCWA team became operational in early 2024. Their enhanced efforts continue to make a significant impact on community safety in Owen Sound, for example:

	2023	2024	Difference
Number of individuals who have been charged for reoffending while out on bail	80	156	95%
Number of warrants executed for bail violations	356	382	7%
Number of individuals under community supervision found in violation of bail condition	204	230	13%
Average number of charges laid per month that were issued to individuals who are on bail	37/month	86/month	132%

# BRUCE AND GREY'S COMMUNITY SAFETY AND WELL-BEING PLAN (CSWBP)

Owen Sound Police Service, along with many other community partners across Bruce and Grey counties, are actively involved in collaboratively enhancing community safety and well-being. The goal of crime prevention is not something that can be accomplished alone. Police services are often called upon to respond to calls for service that may be better served by proactive agencies with expertise in the areas of addictions, mental health, poverty and homelessness.

As part of the CSWBP, OSPS is an active participant in the weekly Situation Table for Acutely Elevated Risk (STAR), an evidence-informed initiative that involves over 35 partners working together to reduce the chance of imminent harm or victimization in situations where there is a combination of elevated risk factors.

OSPS Chief Craig Ambrose is a key participant on the Crime Prevention Action Table that launched in December 2023, and has been instrumental in developing action plans for the priority areas of concern:

- Human Trafficking
- Drug Trafficking
- Intimate Partner Violence/Gender Based Violence, and
- Road Safety.





# RAISING CULTURAL AWARENESS AND ELIMINATING HATE IN OWEN SOUND

The Owen Sound Police Service's anti-hate initiatives have helped achieved steps towards increasing awareness and eliminating hate, strengthening public trust, and fostering a safer, more inclusive community. As part of these ongoing initiatives, OSPS was a lead partners in the first-ever Diversity and Belongingness Conference in September 2024. This event, brought together 150+ attendees from diverse sectors, including government, healthcare, education and faith groups, to celebrate cultural integration, inclusiveness and belonging. The conference provided a platform to engage in meaningful dialogue to better understand safety concerns, health care needs, and educational opportunities from new comers and immigrants who wish to call Grey Bruce Owen Sound home.





# GRANT FUNDING

In 2024, OSPS successfully secured over **\$2.6 million** in grant funding through the Ontario Ministry of the Solicitor General. These funds help to support and enhance operational initiatives and additional dedicated positions:

**Bail Compliance Warrant Apprehension (BCWA)** - A new dedicated team focused on individuals in Owen Sound who are re-offending while released on bail, issues of non-compliance, and re-offending by those under conditions of community supervision.

**Community Safety and Policing (CSP)** - Through the province's local and provincial priorities, the CSP grants helped support: a dedicated officer part-time to the Mobile Health and Crisis Response Team (MHCRT); additional part-time officers to assist with increased visibility and proactive activities during peak demands for service; and officers dedicated to the Community Oriented Response and Enforcement (CORE) project.

**Court Security and Prisoner Transportation (CSPT)** - Annual transfer payment to help offset the costs to OSPS for providing security services in court facilities and for transporting persons in custody.

**Mobile Crisis Response Team (MCRT) Enhancement** - With this funding support, OSPS and the Canadian Mental Health Association (CMHA) Grey Bruce now have expanded coverage with two dedicated Crisis Workers riding along with OSPS officers.

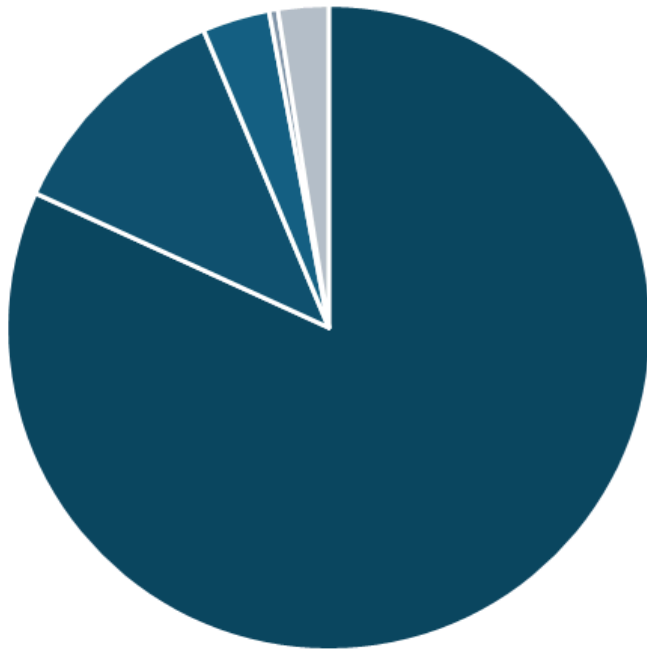
**Next Generation 9-1-1** - Financial support to Public Safety Answering Points (PSAPs) across Ontario with their transition to the new 9-1-1 emergency services communications network.

**Reduced Impaired Driving Everywhere (RIDE)** - Annual transfer payment to help offset costs involved in operating RIDE sport checks.

**Proceeds of Crime** - Front-Line Policing - Together with our community partners, OSPS was able to initiate a project to raise cultural awareness and help to eliminate hate-incidents and hateful, online-bullying in Owen Sound.

Note: The funding for these grants is applied by the province's fiscal year of April 1- March 31, and has been prorated to the OSPS fiscal year of January 1 - December 31.

# BUDGET BREAKDOWN

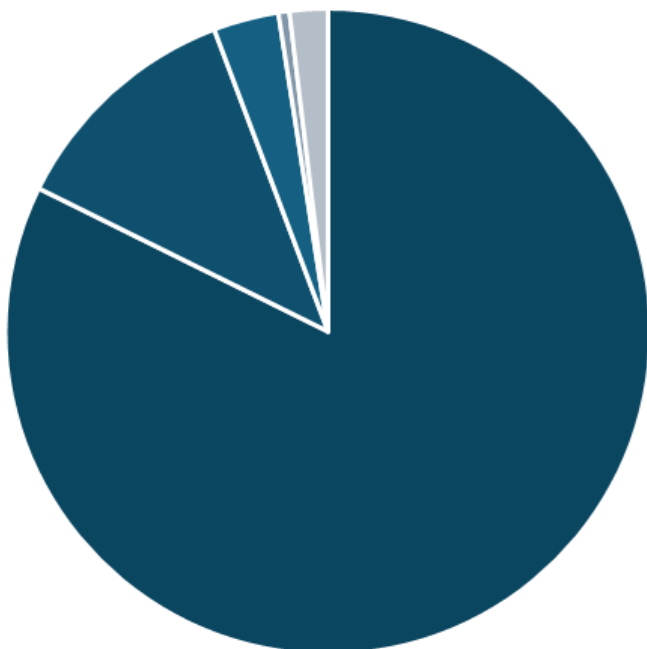


- Police Officers
- Police Civilians
- Court Security
- Police Services Board
- Capital Projects

2024

Police Officers - \$7,247,004  
Police Civilians - \$893,403  
Court Security - \$411,788  
Police Services Board - \$26,613  
Capital Projects - \$212,000

**Total: \$8,790,808**



- Police Officers
- Police Civilians
- Court Security
- Police Services Board
- Capital Projects

2023

Police Officers - \$ 6,845,581  
Police Civilians - \$988,516  
Court Security - \$281,616  
Police Services Board - \$37,337  
Capital Projects - \$169,500

**Total: \$8,322,550**

# THANK YOU



## Contact Us



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