Owen Sound Police Service Board

2nd Floor Board Room

Wednesday September 23, 2026

PUBLIC SESSION MINUTES

Members Present:	**J. Thomson (Chair), C. Merton, M. Dickson, B. O'Leary**
Absent with Regrets:	**M. Koepke (Vice Chair)**
Management Present:	**Chief C. Ambrose, Deputy Chief D. Bishop, Inspector C. Matheson**
Guests Attending:	**H. Zehr- Police Service Advisor - Inspectorate of Policing**
Minutes:	**K. Wardell**

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1. Call to Order

Chair Thomson called the meeting to order at 9:02 a.m.

2. Land Acknowledgment

Chair Thomson gave the land acknowledgment.

3. Approval of the Agenda

Moved by M. Dickson, seconded by C. Merton.

"That the agenda dated September 23, 2026 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.

There were no presentations or deputations or public questions**.**

6. Confirmation of the Minutes of the Public Session held June 24, 2026.

Moved by B. O'Leary, seconded by C. Merton.

"That the minutes dated June 24, 2026 be approved." ***CARRIED***

7. Business arising out of the Public Session Minutes of June 24, 2026. HEARING NONE

8. Correspondence received

a) Crime Stoppers of Grey Bruce Coordinator Report April – June 2026

b) Inspection General Memo # 12 Release of the Inspector General of Policing 2025 Annual Report

c) Opioid Situation Report April to June 2026

d) Women & Youth Crisis Centre Grey Bruce Community Bulletin and Annual Report

e) Drug problems email

9. Chairman's Report

Chair Thomson reported he will be attending the PGO Board meeting on October 1, 2026. He noted that the Owen Sound Police Service Board will be hosting the Zone 5 meeting at the Sydenham Campus on Tuesday, October 6, 2026.

Chair Thomson also reported that the Service had submitted its response to the Inspectorate of Policing's (IoP) province-wide inspection and request for information. The submission was led by Deputy Chief Bishop, with support from several individuals and departments, and was provided to the IoP office before the September 8, 2026, deadline.

10. Governance

Chair Thomson had no new governance to report. H. Zehr referenced Inspector General Memo #11, issued in July and titled Increase in Antisemitism and Hate-Motivated Incidents. He noted that the memo outlines seven action items and advised that he would forward it to the Board for review.

11. Operational Reports June, July and August

a) Criminal Investigations Branch and Drug Enforcement/Criminal Intelligence Unit (CIB), Community Oriented Response & Enforcement Unit (CORE) and Bail Compliance and Warrant Apprehension Unit (BCWA)

b) Auxiliary Unit Report

c) Front Line Patrol and Collision Statistics

d) Community Services Office

e) Training

12. Administrative Reports June, July and August

a) Records, Courts and Bylaw

b) OSECC and IT

c) Human Resources

d) Lost Hours

13. Building and Facility Update

Inspector C. Matheson provided a Facilities update on outstanding and completed maintenance items. Exterior brickwork repairs remain outstanding and are not scheduled for 2026. The current cleaning provider continues to perform well, with a tendering process anticipated. On-site Facilities support has improved routine maintenance and repairs, and the elevator lockout process has been resolved. Replacement of the front lobby washroom lock remains pending locksmith availability. Future assessments will be required to address AODA compliance, with no capital funding currently allocated. HVAC work, including ceiling tile replacement and system balancing, has been completed, although some issues remain. Main floor staff washroom renovations are complete. Tendering processes are underway for a major electrical upgrade and snow removal services. Parking lot lines have been repainted, and a designated no-parking area has been established to maintain garbage truck access.

Chair Thomson noted that there were no further updates regarding the Owen Sound Police Service Facility Needs Assessment. On July 27, 2026, Jason Hoffman, Manager of Corporate Services, presented the assessment request to Council. The request was defeated, and City staff were subsequently directed to explore the process for obtaining a cost estimate from the Ontario Provincial Police (O.P.P.). A report outlining staff's

findings was presented to Council on September 14, 2026. Council has not directed staff to proceed with an OPP costing assessment but has requested information regarding the process, requirements, timelines, and considerations should a future Council wish to explore this option.

Moved by B. O'Leary, seconded by M. Dickson

"That the Chair contact Jason Hoffman, Manager of Corporate Services, to request that the Owen Sound Police Service Facility Needs Assessment be brought forward for consideration by the newly elected Council in January 2027." ***CARRIED***

14. Financial Update from the Chief of Police

Chief Ambrose reported that, as of the September 20 pay period, the projected deficit was $143,850. He noted that the City had included a $400,000 contingency in the budget. Due to current vacancies, the Service anticipates remaining under budget, with the $9.4 million budget projected to result in an approximate surplus of $255,000.

15. Operating Reports from the Chief of Police

a) Chief's Activity Reports June, July and August

16. Other Items and New Business

a) 2023-2026 Operations Plan Progress Update

b) Police Resources in Canada and Owen Sound 2025

c) OSPSB GP-009 Financial Management Policy

Chair Thomson reported that the procurement amounts set by the city have increased and have been updated in the OSPSB GP-009 Financial Management Policy.

Moved by B. O'Leary, seconded by M. Dickson

"*That the OSPSB approve the updated OSPSB GP-009 Financial Management Policy."* ***CARRIED***

17. Motion to move into Closed and Confidential Closed Session

Moved by B. O'Leary and seconded Mary Dickson.

"That the board move into closed session and upon termination of the closed session the board move into confidential closed session. These meetings are to review and discuss matters that fall under Section 44 item (2) of the Community Safety and Police Act <u>and</u> Section 25 item b) of the OSPSB General Policy 003- Board Governance to consider:

a. A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the board;
b. personal matters about an identifiable individual, including members of the police service or any other employees of the board;
c. labour relations or employee negotiations;" ***CARRIED***

18. Reporting out of Closed Session

In accordance with Section 44 of the Community Safety and Policing Act, 2019 *<u>and</u> Section 25 item b) of the OSPSB General Policy 003- Board Governance to consider:* the Owen Sound Police Service Board met in a closed session following the public meeting to discuss items pertaining to:

a. Approval of minutes of the Closed Session of the Owen Sound Police Service Board meeting held on June 24, 2026

b. Matters regarding Board Training.

c. Review of Draft 2026 OSPS Community Survey

d. Review of Draft 2026 OSPS Focus Group Questionnaire

The Chair confirmed that no other matters were discussed.

19. Reporting out of Confidential Closed Session

In accordance with Section 44 of the Community Safety and Policing Act, 2019 *<u>and</u> Section 25 item b) of the OSPSB General Policy 003- Board Governance to consider:* the Owen Sound Police Service Board met in a confidential closed session following the closed meeting to discuss items pertaining to:

a. Approval of minutes of the Confidential Closed Session of the Owen Sound Police Service Board meeting held on June 24, 2026

b. Matters related to Staffing and labour relations

c. Matters related to SIU investigations

The Chair confirmed that no other matters were discussed.

20. Termination of the Public Meeting

Having completed all of the business items listed on the agenda Chair Thomson terminated the open meeting at 12:48 p.m.

Next Meeting: October 20th, 2026

Crime Stoppers of Grey Bruce Inc.

P.O. Box 1119, Owen Sound, Ontario N4K 6K6

1-800-222-TIPS (8477)

Submit a Secure Web-Tip at cstip.ca or get the P3 Tips Mobile App

Phone: 519 371-6078 Fax: 519 371-1275

eMail: crimestopgb@bmts.com Web: crimestop-gb.org

Program Coordinator's Report
APRIL 1 TO JUNE 30, 2026 – Q2
Drew Kalte

DISTRIBUTION

Board of Directors, Crime Stoppers of Grey Bruce
OPP Provincial Coordinator
Grey Bruce OPP
South Bruce OPP
Blue Mountains OPP
Owen Sound Police Service
Hanover Police Service
Saugeen Shores Police Service
West Grey Police Service
Neyaashiinigmiing First Nation Police
Ontario MNRF
South Bruce OPP Detachment Police Services Board
Grey Bruce OPP Detachment Police Services Board
Saugeen Shores Police Services Board
Owen Sound Police Services Board
Hanover Police Services Board
Blue Mountains OPP Detachment Police Services Board
West Grey Police Services Board
Grey Bruce Crime Prevention Action Table
Saugeen First Nation
Neyaashiinigmiing First Nation

TIP STATISTICS FOR APRIL 1 TO JUNE 30, 2026

- Total Tips (Phone, Web, and Mobile, *including 494 tip follow-up dialogs*): 662
- New Tips (Phone, Web, and Mobile): 168

Tips Allocated: 201 *(33 tips were allocated to multiple recipients)*

- Grey Bruce OPP: 58 (29%)
- South Bruce OPP: 33 (16%)
- The Blue Mountains OPP: 3 (1.5%)
- Cape Croker Police Service: 6 (3%)
- Owen Sound Police Service: 41 (20%)
- Hanover Police Service: 16 (8%)
- Saugeen Shores Police Service: 20 (10%)
- West Grey Police Service: 14 (7%)
- Ontario MNRF: 3 (1.5%)
- MTO Safety Inspection and Enforcement: 1 (0.5%)
- OPP Anti Human Trafficking Coordination Unit: 1 (0.5%)
- AGCO Investigations: 1 (0.5%)
- MECP (Ministry of Environment, Conservation, and Parks): 3 (1.5%)
- Bylaw Enforcement and Animal Control: 1 (0.5%)
- OMVIC Investigations and Enforcement: 1 (0.5%)

Crime Stoppers of Grey Bruce
Statistics Since Inception May 1987

Tip Reports	**20,434**
Arrests	**1,833**
Cases Cleared	**2,785**
Charges	**2,771**
Property Recovered	**$5,203,572**
Narcotics Recovered	**$50,993,705**
Rewards Approved	**$293,365**

Email Contacts

- For confidential Tip matters, our Police partners can reach us at **coordinator@cstip.ca**. For general inquiries, please use **CrimeStopGB@cstip.ca**.

Tip Totals Year to Date

- 201 new tips were received during the second quarter of 2026, which is ahead of the second quarter of 2025 by 7 tips.

MEDIA

- LITE 99.3, Bayshore Broadcasting, Zoomer Radio 92.3, Blackburn Radio (Cool 94.5 & 101.7 The One), Shoreline Classics, and Bluewater Radio continue to receive Crime of the Week segments that are sent out from our office on a weekly basis.
- Crime of the Week columns are forwarded to the Bruce County Marketplace magazine.
- Crimes of the Week are being forwarded to the Saugeen Times online news, as well as Eastlink TV.

FUNDRAISING

- Nevada ticket revenues are declining but continue to assist in funding eligible expenses.
- We received a $500 donation earned from a live auction that Len Metcalfe held in Mildmay on May 30, 2026.
- Our Annual Crime Stoppers of Grey Bruce golf tournament took place on Thursday June 4, 2026 and raised $20,000.
- The Bruce County Show ‘n Go Classic Car Tour took place on Saturday June 27, 2026 and raised a total of $450 through donations and the 50/50 raffle.
- We will continue to seek support from the Police Services Boards and Municipalities of Grey and Bruce as well as from businesses, service clubs, and the public.

EVENTS AND PROMOTIONS

- We attended the Children's Health Day event on June 20, 2026 at the Saugeen Children’s Safety Village.

CRIME STOPPERS BOARD

We currently have eight members on our Board of Directors. We are continuing to recruit new members with specific skill sets such as fundraising or financial experience.

For any Board-related inquiries, please contact Chairperson Ayush Adhikari or email **CrimeStopGB@cstip.ca**.

UPCOMING EVENTS

- 100 Good Men presentation on Tuesday July 21, 2026.
- Hanover Raceway 50/50 raffle on Saturday July 25, 2026.
- Bruce Peninsula Run Show ‘n Go Classic Car Tour on Sunday August 9, 2026.
- International Plowing Match in Walkerton September 22 to 26, 2026.
- Fall Colour Tour and Classic Car Show on September 27, 2026.

Inspectorate of Policing | Service d'inspection des services policiers

Office of the Inspector General of Policing
777 Bay St.
7th Floor, Suite 701
Toronto ON M5G 2C8

Bureau de l'inspecteur général des services policiers
777, rue Bay
7e étage, bureau 701
Toronto ON M5G

Inspector General of Policing Memorandum

TO:	All Chiefs of Police and Commissioner Thomas Carrique, C.O.M. Chairs, Police Service Boards
FROM:	Ryan Teschner, Inspector General of Policing of Ontario
DATE:	**July 28, 2026**
SUBJECT:	Inspector General Memo #12: Release of the Inspector General of Policing 2025 Annual Report

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

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

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

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

Sincerely,



Ryan Teschner
Inspector General of Policing of Ontario

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



Inspectorate of Policing

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

The Annual Report of the
Inspector General of Policing

2025

Inspectorate of Policing | Service d'inspection des services policiers

Office of the Inspector General of Policing
777 Bay St.
7th Floor, Suite 701
Toronto ON M5G 2C8

Bureau de l'inspecteur général des services policiers
777, rue Bay
7e étage, bureau 701
Toronto ON M5G 2C8

June 30, 2026

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

Dear Solicitor General Kerzner,

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

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

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

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

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

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

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

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

I respectfully submit this Report for your consideration.

Sincerely,



Ryan Teschner
Inspector General of Policing of Ontario

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

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



Land Acknowledgement

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

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

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

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



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

Ryan Teschner
Inspector General of Policing

Message from the Inspector General of Policing of Ontario

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

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

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

From framework to practice

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

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

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

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

First Nations policing and partnerships

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

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

Governance and transparency

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

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

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

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

Legitimacy, oversight, and the future of policing

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

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

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

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

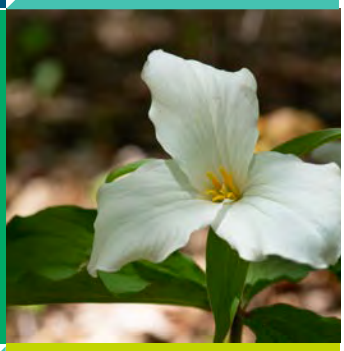


Ryan Teschner
Inspector General of Policing of Ontario
June 2026

About Ontario's Inspector General and the Inspectorate of Policing









The Role of the Inspector General

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

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

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

The Mandate of the IG

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

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

Who the IG oversees

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

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

Our Values

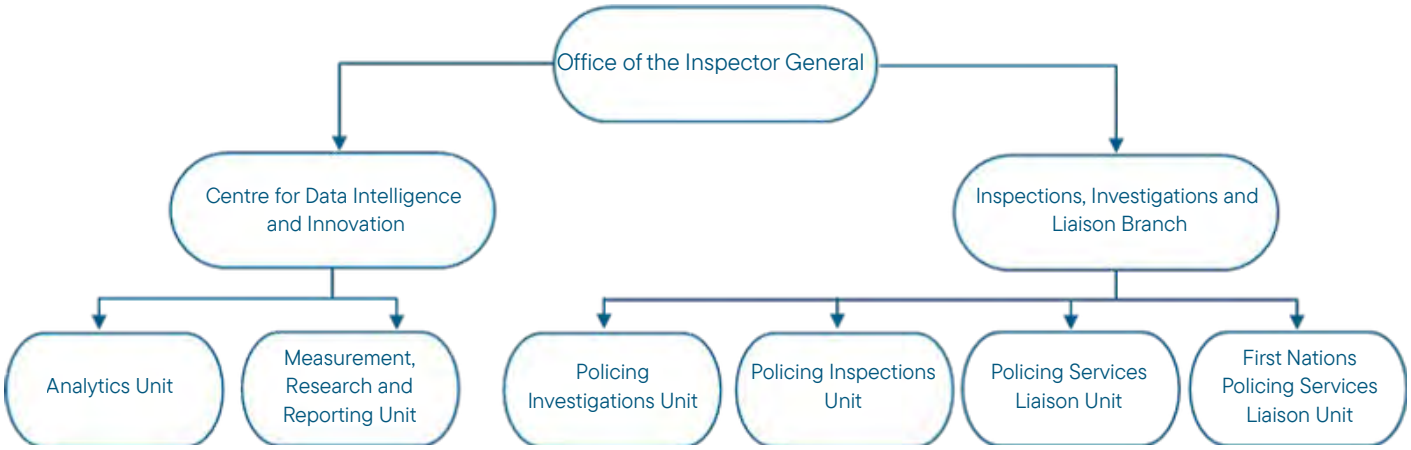
Driving improvements in policing performance begins with a shared commitment to values that guide the Inspectorate of Policing's work, decisions, and organizational culture.

We believe in:

Continuous Improvement	We identify effective performance in the policing sector and where improvements are needed. We focus on addressing the areas that matter most to the public.
Risk-informed approaches	We select the right tools for the right problems and consider the level of risk present when enforcing policing and police governance compliance.
Independence	We operate at arm's-length from government or any other influence to ensure impartiality and confidentiality in our operations and decision-making.
Integrity	We engage in activities in a way that inspires public confidence and that preserves our objectivity, integrity, and impartiality.
Fairness	We address issues of non-compliance in an objective and timely manner that considers local context, with a focus on ensuring trust and confidence in the policing sector.
Transparency	We are transparent in our decision-making and publicly report on our work and their results with the sector and the public.
Collaboration	We work collaboratively with our partners and the regulated entities we oversee to support their success in our shared mission of making Ontario safer.

IoP Organizational Framework

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



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

Investigations, Inspections, and Liaison Branch is comprised of:

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

The Centre for Data Intelligence and Innovation is comprised of:

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

Complaints and Disclosures Within the IG's Jurisdiction

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

These include the following:

Individual police service board member complaints (s.106)

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

Policing complaints (s.107)

Members of the public may raise concerns related to:

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

Disclosures of misconduct (s.185)

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

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

Statutory Authority to Address Inadequate Policing or Emergencies

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

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

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

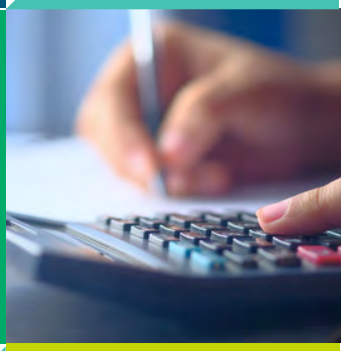
Where a municipal police service board is engaged, the IG may request that the board ensure appropriate policing is provided in the affected area. The board may determine whether it will provide policing itself and, if so, the scope and duration of that response. This flexibility reflects the differing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

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

Delivering Oversight: 2025 Activities and Results



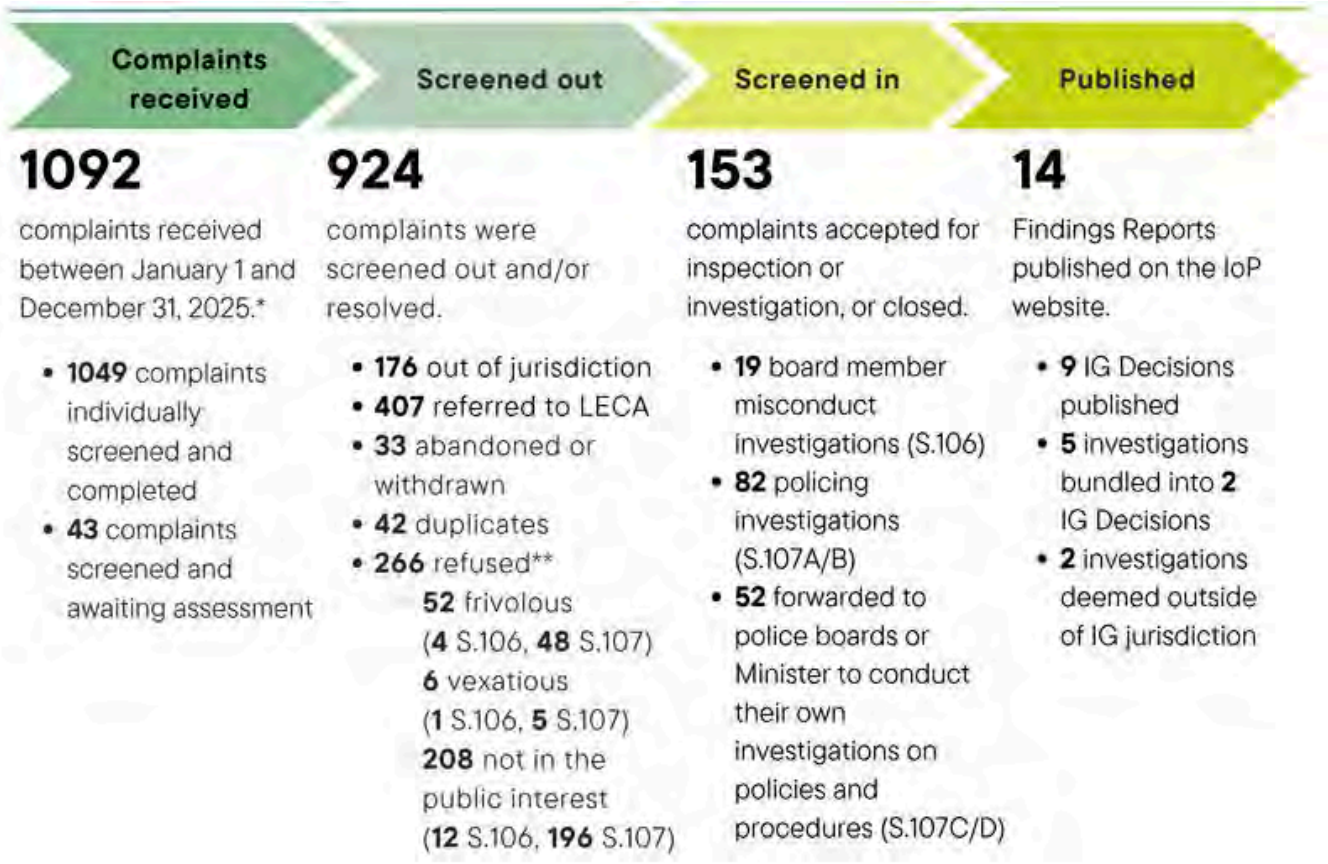






The IG's Reporting Requirements

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



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

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

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

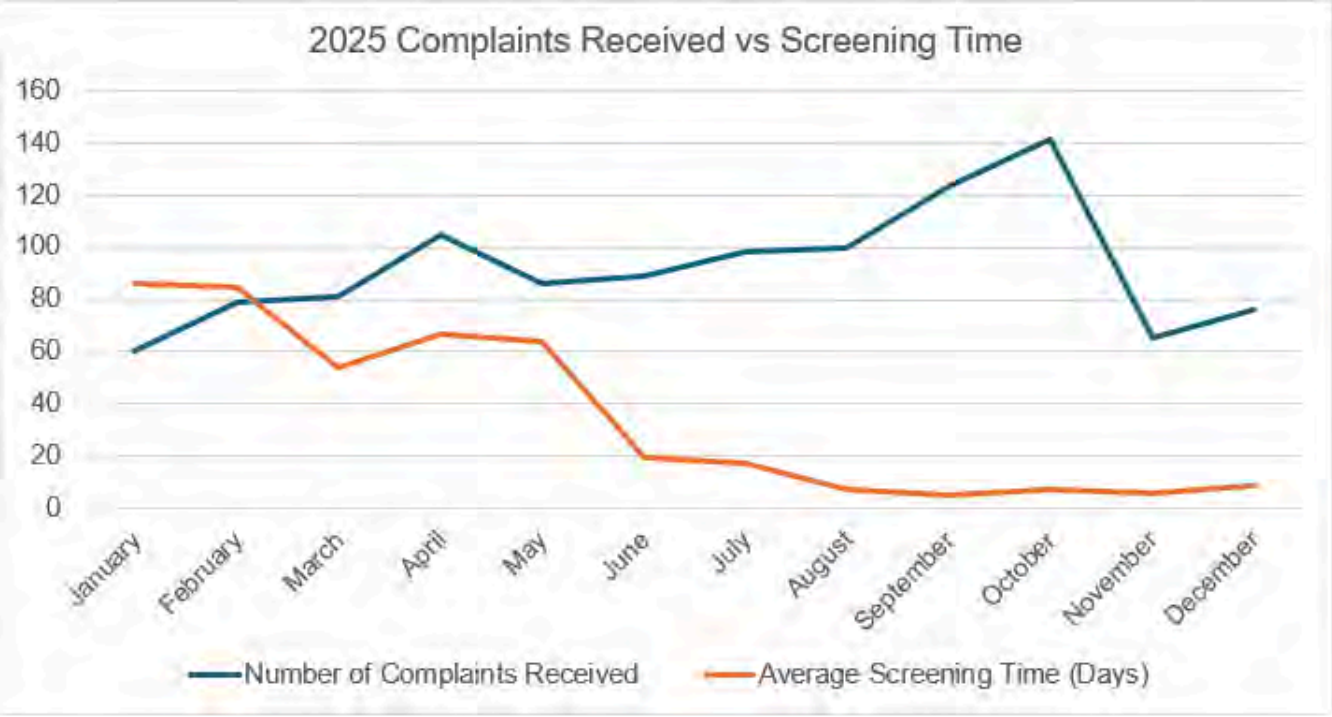
Improving Timeliness and Consistency in Complaint Screening

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

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

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

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





Public Complaints: What We Are Hearing

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

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

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

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

Driving Continuous Improvement through Policies and Procedure Review

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

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

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

Examples of these improvements include:

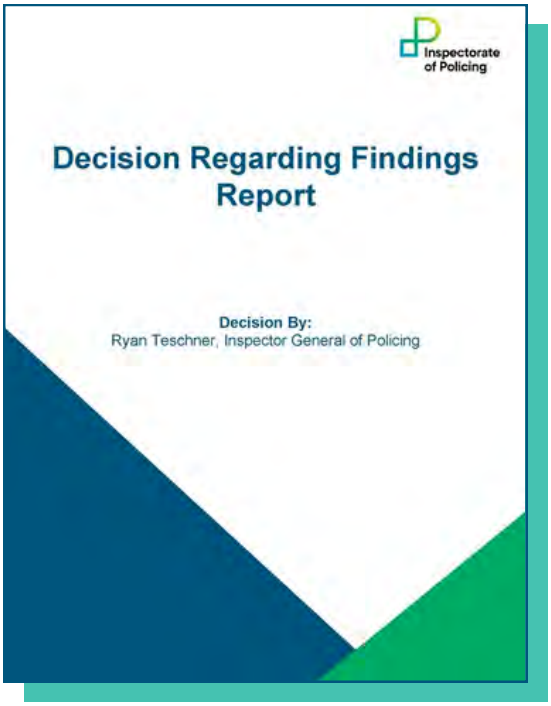
- **Modernizing policies:** Several police service boards identified outdated policies and updated them to align with current legislative requirements. In doing so, they also reviewed related policies to ensure consistency and compliance.
- **Working collaboratively with the public:** In one case, a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

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

2025 IG Decisions with Sector-Wide Impact

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

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



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

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

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

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

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

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

Recognizing Strong Practices in Police Investigation and Enforcement

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

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

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

Clarifying Board Member Duties and the Need for Confidentiality

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

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

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

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

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



Compliance with the CSPA

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

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

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

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

Durham Regional Police Service and Durham Regional Police Service Board

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

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

Thunder Bay Police Service and Thunder Bay Police Service Board

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

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

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

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

Directions Issued

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

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

a) Ensure that all reasonable steps are taken so that no PRP member carries or uses the PepperBall system until such time as (i) training for the carrying and use of the PepperBall system has been prescribed by law, and (ii) this training is successfully completed by those PRP members whom the Chief of Police authorizes to carry or use the PepperBall system;

b) Communicate this Direction to all appropriate PRP members who have a role in weapons deployment or the supervision of weapons use; and

c) Advise the IG within 15 days of the date of this Decision that no PRP member is permitted to carry or use the PepperBall system, and that items a) and b) of this Direction have been implemented.

The PRP has complied with the Direction.

Measures Imposed Under Section 126

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

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

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

Additional Prescribed Matters

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

The State of Ontario's Policing Sector









Oversight in Practice: Monitoring and Advisory Work

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

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

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

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

Issue Specific Inspection: Thunder Bay Police Service and Board

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

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

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

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

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



Results of the IoP's 2024 Policing Insight Statement Survey

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

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

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

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

Adequate & Effective Policing

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

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

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

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

Internal & External Challenges

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

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



Response Times

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

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

Municipal Police Services

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

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

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

**Notes: Although 40 police services responded to the survey, not all services reported trends in response time or calls for service.*
Percentages for response time trends sum over 100% due to rounding.

Municipal Police Service Boards Information Sharing and Decision-Making

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

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

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

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

What We Heard

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



Pressures and Progress Across Policing and Governance

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

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

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

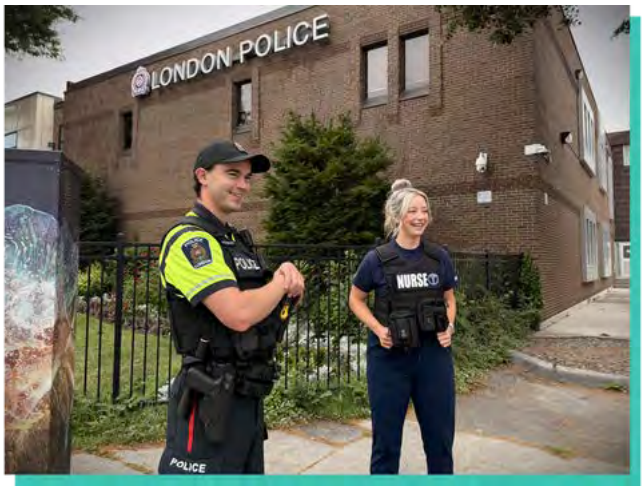
While these challenges are significant and persist across much of the province, there are also examples of practical approaches that support clarity, accountability, and public transparency, even in a demanding environment.

Enhancing Community Safety Through Partnership-Based Policing and Integrated Care

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

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

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

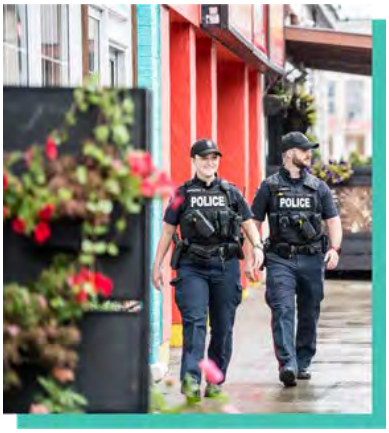




Enhancing Downtown Safety with Proactive Policing

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





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





Enhancing Downtown Safety with Proactive Policing

The **Hamilton Police Service** implemented a similar initiative with their data-driven Core Patrol pilot project, focusing on a concentrated downtown area accounting for 28.1% of citizen-generated calls for service in 2023. They have expanded patrol staffing from two to six officers, and statistical evaluation confirmed that the increase in staffing correlated with a significant reduction in both calls for service and crime occurrences within the Core Patrol area.

The **Guelph Police Service's** Downtown Public Safety Initiative focused on enhancing safety and wellbeing in the downtown core through a coordinated, partnership-based approach. In 2025, the initiative combined targeted enforcement with proactive outreach and integrated support from community partners, including mental health and social service agencies.

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

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

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





Strengthening Police Response to Hate Incidents and Public Order Challenges

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

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

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

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

Increasing Public Safety with Technological Advancements

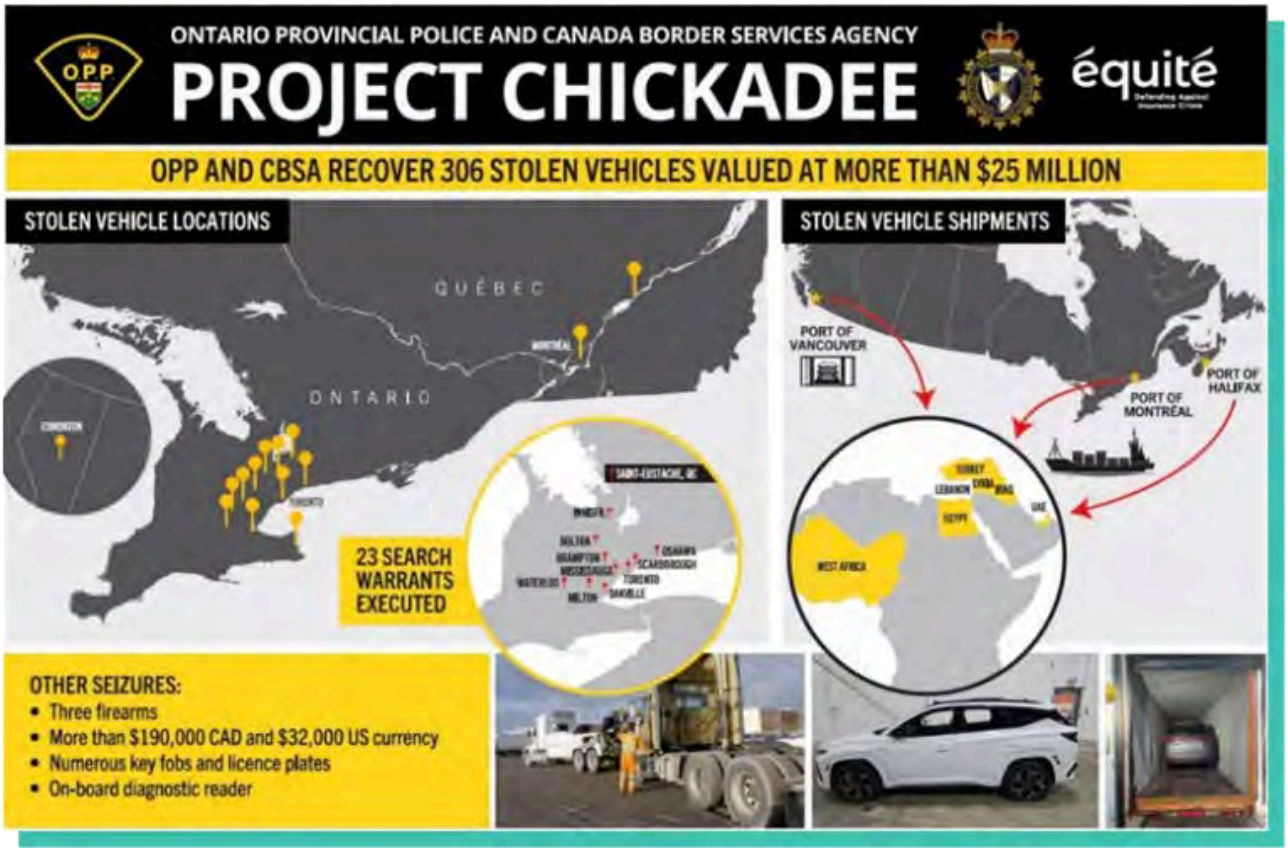
The **Brantford Police Service** expanded its implementation of Versaterm CommunityConnect (formerly SPIDR Tech), a communication platform that sends timely updates to the public by text or email regarding their requests for service. The Service has been using it to deliver post-incident surveys to assess community trust and satisfaction, and has recently expanded it to connect individuals with appropriate support services. For designated incident types, the system provides timely information about resources available through Victim Services of Brant, ensuring those impacted by crime are informed and supported. A total of 16,912 texts were sent in 2025.

The **Waterloo Police Service** is leading the Emergency Services Cooperative (ESCO), a shared IT and technology-modernization model that streamlines digital infrastructure to enhance service delivery across public safety agencies. By providing scalable, modern systems under a unified framework, ESCO works to reduce duplication and lower costs. The shared model ensures that all partners and customers, regardless of size, can access enterprise-grade tools.

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

Coordinated Enforcement Through Interagency Partnership

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



Supporting Member Wellness Through Leadership and Governance

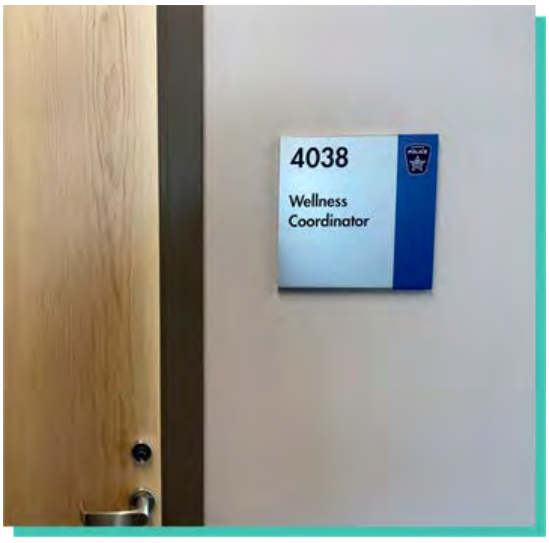
To address the mental health and wellness of its officers and staff, the **North Bay Police Service** hired a Wellness Coordinator who has served as a champion for mental health being embedded in the Service's culture. They organized a First Responders Wellness Symposium in October of 2025 for all agencies in the area.

The **Barrie Police Service** offers a strong example of how leadership and governance can support member wellness and long-term organizational resilience. Building on the intent of the *Supporting Ontario's First Responders Act*, the Service—supported by its Police Service Board—made a deliberate decision to strengthen mental health supports for members by expanding annual mental health benefits to unlimited coverage for both members and their dependents. This investment was guided by the belief that early, preventative care can reduce long-term absences and support operational sustainability.

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

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





Strengthening Frontline Capacity and Recruitment

In response to the enactment of the CSPA and the expansion of authorities and responsibilities of Special Constables under it, the **Hamilton Police Service** launched the 180 Wagon program, assigning Special Constables to non-core policing tasks that had traditionally drawn resources away from frontline patrol officers. A total of 805 events were diverted from frontline patrol officers, representing an estimated 2,172 hours of work. The program was successful in reducing pressure on officer resources and improved the Service's overall capacity to deliver public safety.

Recognizing that there was an experience gap in candidates who had applied to be police officers, the **South Simcoe Police Service** started a cadet program to help hire candidates who have potential but may require more time to develop. This program enabled the Service to develop candidates into police officers themselves, resulting in two cadets hired as police constables. It has been successful in supporting resourcing and succession planning within the Service.

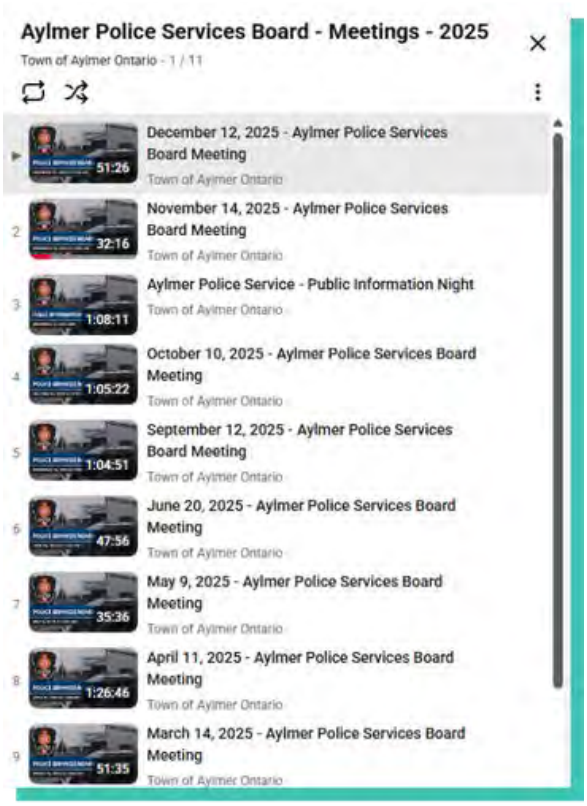


Supporting Community Understanding Through Information-Sharing

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

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

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







Advancing Victim-Centered Policing

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





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

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

Strengthening Governance Through Public Transparency

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

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





Supporting First Nations Policing and Governance

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

Strengthening Governance and Board Leadership

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

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

Advancing Priority Policies

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

Engagement with Partners and First Nations Leadership

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

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

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

Supporting Additional First Nations Policing Transitions

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

Challenges and Lessons Learned

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

- **Capacity limitations in remote and northern communities**—driven by geography, infrastructure constraints, and long-standing under-resourcing—continued to affect both policing delivery and oversight activities. These realities required flexibility in travel, scheduling, and community engagement.

- **The coexistence of multiple policing models**—including opt-in First Nations services, non-opt-in services, OPP Indigenous policing arrangements, and special constable employers—also created complexity. Navigating this landscape requires ongoing clarification, education, and careful risk monitoring to ensure effective oversight.

- **Governance transitions and logistical challenges**—particularly for boards operating in remote regions, leadership changes, and travel logistics to host meetings created recurring pressures for governance stability. While the NAPS Board completed required training, other boards operating outside the CSPA may require more intensive advisory support if they choose to engage.

- **Fragmented Legislative Responsibilities for Special Constable Employers**—the emergence of several First Nations police services as special constable employers, responsible only for special constable functions under the CSPA, created oversight gaps and uncertainty regarding roles, expectations, and compliance pathways.



Looking Ahead

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

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

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

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

Oversight Support for First Nations Special Constable Employers

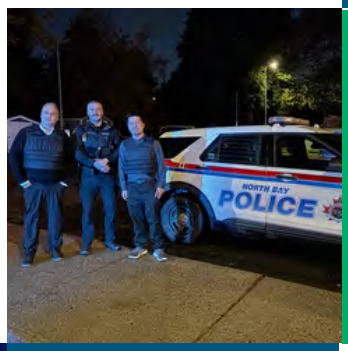
As more First Nations police services become special constable employers, the FNPLU will develop and deliver tailored advisory supports to help these agencies meet their CSPA-specific legislative responsibilities. This includes clarifying notification obligations, ensuring special constable training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

Addressing Oversight Gaps Affecting First Nations Public Safety

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

Inside the Inspectorate of Policing's Operations











Driving System-Wide Improvement in Policing

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

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

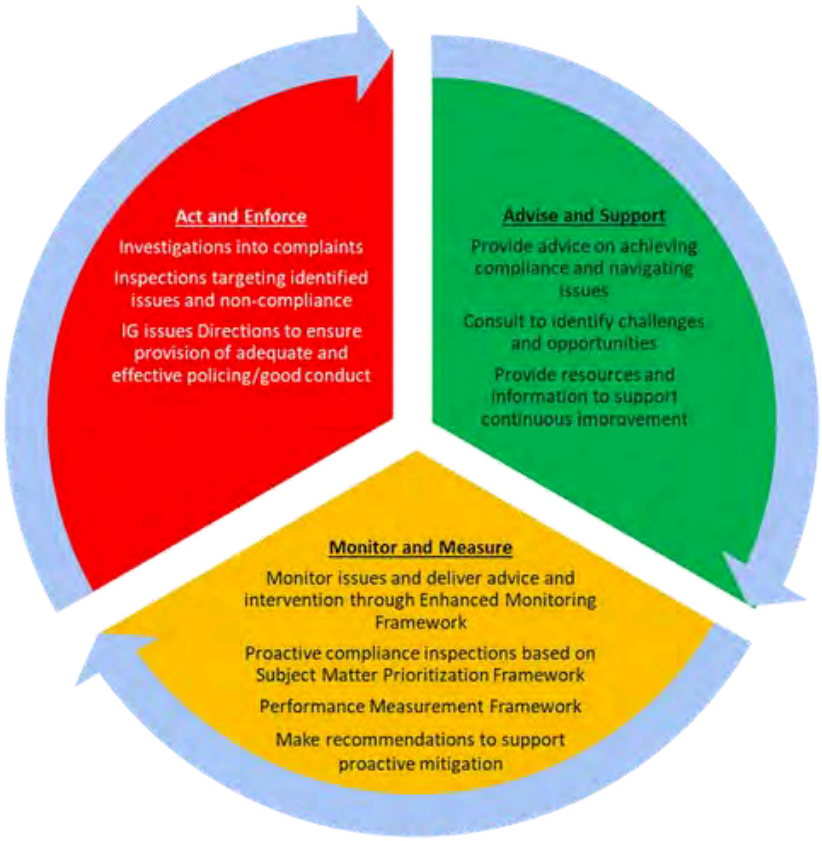
Modernizing Oversight Through a Risk-Based Framework

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

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

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

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



Developing the IoP's Policing Performance Measurement Framework

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

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

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

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

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

Laying the Groundwork for an IoP Data Strategy

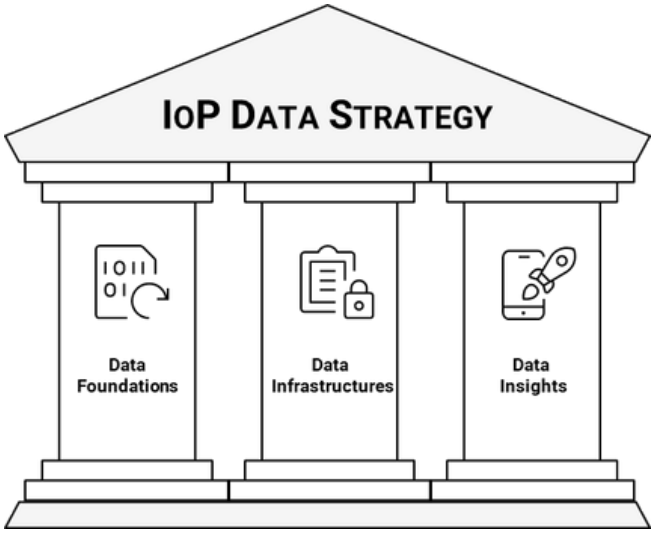
As policing and police governance continue to grow in complexity, effective oversight increasingly depends on access to reliable information and the ability to interpret it responsibly. In 2025, foundational work continued toward the development of a data strategy intended to guide how the IoP collects,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

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

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

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

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



Advancing Data-Driven Policing Through the IoP Intelligence Hub

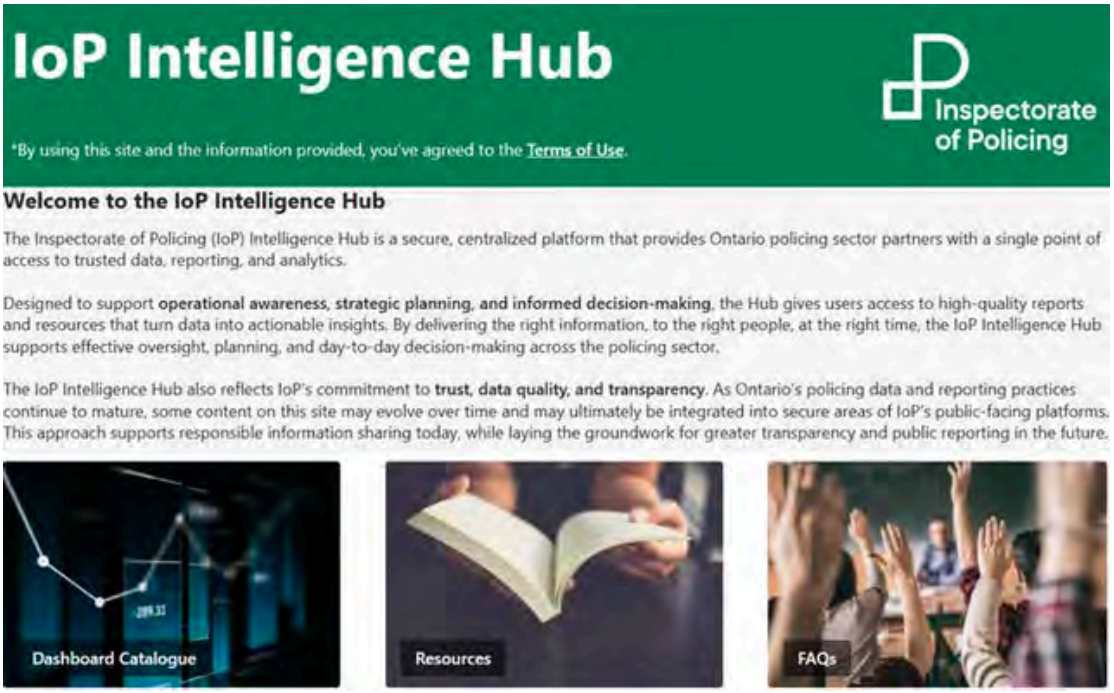
The IoP is advancing data-driven oversight through the launch of the **IoP Intelligence Hub**, a centralized platform for the IoP's policing data and analytics across Ontario.

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

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

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

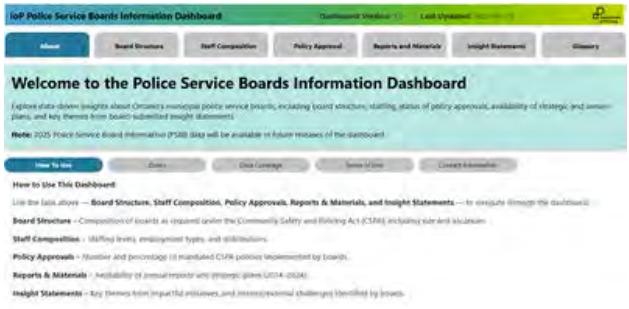
As the IoP continues to advance its mandate, additional data products, analytical tools, and reporting capabilities will be progressively introduced through the Intelligence Hub. This ongoing development will further enhance the Hub's value as a comprehensive resource, supporting evolving information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



Police Service Board Information (PSBI) Dashboard

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

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



Police Service Information (PSI) Dashboard

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

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



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

Examining Police Response Times Across Ontario

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

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

- Conducted in-depth consultations with subject matter experts from 14 municipal police services and the OPP to gain a deeper understanding of the end-to-end police response process—from receiving and prioritizing a 9-1-1 call to dispatch and the arrival of the first responding officer.

- To gain a fulsome, province-wide perspective, the remaining 30 municipal police services[1] were asked how they define, measure, and report response time.

- Spent over 70 hours with call takers and dispatchers from various police services, as well as conducting ride-alongs with frontline officers and supervisors. This allowed our research team to directly observe variations and consistencies in operational response processes and identify unique and common factors that impact resource demands, as well as leading practices.

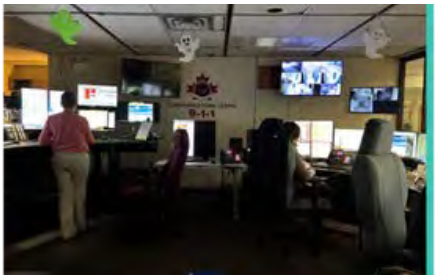
An early finding of this work highlights the absence of a standard definition and associated measures and reporting practices for police response times, reinforcing the need for greater clarity and consistency to support transparency, comparability, and informed decision-making.

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

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









Response Time Province-Wide Inspection

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

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

Sector Engagement, Guidance, and Public Reporting

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

Engagement with the Policing Sector

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

National and International Engagements

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

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





Providing Advice Through IG Memos and Advisory Bulletins

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

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

Public Reporting, Digital Presence, and Transparency

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

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

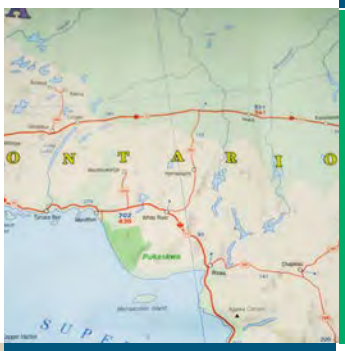
The IoP's website serves as the primary vehicle for public reporting, ensuring that oversight outcomes, guidance, and key information are accessible and centralized. Public-facing communications, including the use of social media, supports awareness of published materials and reporting activity. Together,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



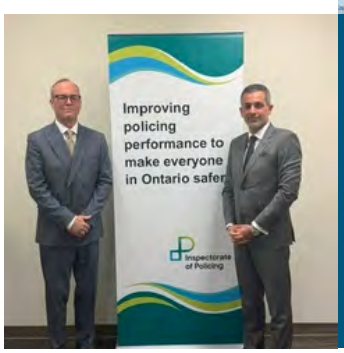
IG Ryan Teschner on TVO's The Agenda (June 13, 2025).

Future Initiatives









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

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

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

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

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

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





Acknowledgements

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

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

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

Inspectorate of Policing

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Ce rapport est aussi disponible en français

Grey Bruce Public Health

Grey Bruce Public Health Opioid Situation Report
April to June 2026

Notes: Data retrieved through the Grey Bruce Opioid Overdose Early Warning System (data sources include primarily EMS, in addition to Police, Fire, and the 211 Report a Bad Drug Online Form/Call-in Process).
All data is preliminary and subject to change.
Locations of overdoses outlined below refer to pick up location by EMS.

April

- 8 reports of suspected opioid-related overdoses
- All cases non-fatal
- 3/8 or 37.5% occurred in Grey County (2 cases in Owen Sound and 1 case in Hanover)
- 4/8 or 50% occurred in Bruce County (2 cases each in South Bruce Peninsula and Saugeen Shores)
- 1/8 or 12.5% occurred in Saugeen First Nation
- 6/8 or 75% of cases in males, mean age of 37
- 2/8 or 25% in females, mean age of 51
- Mean overall age of 40
- Naloxone administered in 6/8 cases; successful 100%
- Information on the dosage and route of administration (ROA) of naloxone was provided with the following breakdown:
    - 1 dose/4 mg nasal: 4 cases
    - 3 doses/12 mg nasal: 1 case
    - 1 dose of naloxone reported administered in 1 additional case, no information on ROA provided
- Information on suspected substances reported in 4 cases; all cases involved fentanyl. One case involved polysubstance use. Break down:
    - Fentanyl: 3 cases
    - Fentanyl, oxycocet, and other prescription medications: 1 case
- In 4 cases where information on ROA was provided, 2/4 cases were smoking, 1 case was snorting, and 1 case was a combination of dermal absorption and oral consumption.

May

- 13 reports of suspected opioid-related overdoses
- 11/13 non-fatal or 85% non-fatal, 2/13 or 15% fatal
- 9/13 or 69% occurred in Grey County (9 cases in Owen Sound)
- 4/13 or 31% occurred in Bruce County (3 cases in Port Elgin and 1 case in Brockton)
- Of the 12 cases in which gender was reported, 7/12 or 58% of cases in males, mean age of 46
- 5/12 or 42% in females, mean age of 37

- Mean overall age of 42
- Naloxone administered in 9 cases; successful 100%
- Information on the dosage and route of administration (ROA) of naloxone was provided with the following breakdown:
    - 1 dose/4 mg nasal: 2 cases
    - 2 doses/8 mg nasal: 4 cases
    - 3 doses/12 mg nasal: 1 case
    - 5 doses/16 mg nasal and 0.4 mg injectable: 1 case
    - 1 dose of naloxone administered in 1 additional case, no information on ROA provided
- Information on suspected substances reported in 6 cases; 5/6 or 83% of these cases involved fentanyl. Break down:
    - Fentanyl: 4 cases
    - Fluorofentanyl: 1 case
    - Crystal meth: 1 case
- In 6 cases where information on ROA was provided, all cases were smoking.
- 2 Drug poisoning alerts issued this month

June

- 30 reports of suspected opioid-related overdoses
- All cases non-fatal
- 26/30 or 86% occurred in Grey County (21 cases in Owen Sound, 2 cases in Hanover, and 1 case each in Meaford, Chatsworth, and the Blue Mountains)
- 3/26 or 11% occurred in Bruce County (2 cases in Port Elgin and 1 case in Saugeen Shores)
- 1/26 or 3% occurred in Saugeen First Nation
- Of the 25 cases in which gender was reported, 15/25 or 60% of cases in males, mean age of 41
- 10/25 or 40% in females, mean age of 33
- Mean overall age of 38
- Naloxone administered in 13 cases; successful 100%
- Information on the dosage and route of administration (ROA) of naloxone was provided with the following breakdown:
    - 1 dose/4 mg nasal: 5 cases
    - 2 doses/8 mg nasal: 4 cases
    - 3 doses/12 mg nasal: 2 cases
    - 4 doses/16 mg nasal: 1 case
    - Multiple doses of nasal naloxone reported administered in 1 additional case, no information on dosage provided
- Information on suspected substance reported in 18 cases; 14/18 or 78% of these cases involved fentanyl. Five cases of polysubstance use reported. Break down:
    - Fentanyl: 9 cases
    - Fentanyl and meth: 2 cases
    - Fentanyl and cocaine: 1 case

    - Fentanyl and lorazepam: 1 case
    - Opioids (unspecified): 1 case
    - Cocaine: 1 case
    - Crack cocaine: 1 case
    - Morphine, crack cocaine, and meth: 1 case
    - Fentanyl, crack cocaine, and GHB: 1 case
- In 8 cases where information on ROA was provided, 6/8 cases or 75% were smoking, and 1 case each was snorting and a combination of smoking and oral consumption.
- 1 Drug poisoning alert issued this month

Summary of April to June 2026

- 51 reports of suspected opioid-related overdoses
- 49/51 or 96% non-fatal, 2/51 or 4% fatal
- 38/51 or 75% occurred in Grey County; 11/51 or 21% in Bruce County; Breakdown:
    - Owen Sound: 32
    - Hanover: 3
    - Chatsworth: 1
    - Meaford: 1
    - Blue Mountains: 1
    - Port Elgin: 5
    - South Bruce Peninsula: 2
    - Saugeen Shores: 3
    - Brockton: 1
- 2/51 or 4% occurred in Saugeen First Nation
- Of the 45 cases in which gender was reported, 28/45 cases or 62% were among males, 17/45 or 38% were among females
- Mean overall age of 39
- Naloxone was successful in all 28 cases in which it was administered this quarter. Breakdown:
    - 1 dose/4 mg nasal: 11 cases
    - 2 doses/8 mg nasal: 8 cases
    - 3 doses/12 mg nasal: 4 cases
    - 4 doses/16 mg nasal: 1 case
    - 5 doses/16 mg nasal and 0.4 mg injectable: 1 case
    - Multiple doses of nasal naloxone reported administered in 1 additional case, no information on dosage provided
    - 1 dose of naloxone reported administered in 2 additional cases, no information on ROA provided
- Information on suspected substances reported in 28 cases; fentanyl was involved in 23/28 or 82% of cases. Breakdown:
    - Fentanyl: 16 cases
    - Fluorofentanyl: 1 case
    - Fentanyl and meth: 2 cases

  - Fentanyl and cocaine: 1 case
  - Fentanyl and lorazepam: 1 case
  - Opioids (unspecified): 1 case
  - Cocaine: 1 case
  - Crack cocaine: 1 case
  - Meth: 1 case
  - Fentanyl, oxycocet, and other prescription medications: 1 case
  - Morphine, crack cocaine, and meth: 1 case
  - Fentanyl, crack cocaine, and GHB: 1 case
- Polysubstance use was reported in 7 cases this quarter
- In 18 cases where information on ROA was provided, 14/18 cases or 78% were smoking, 2/18 cases or 11% were snorting, 1 case was a combination of dermal absorption and oral consumption, and 1 case was a combination of smoking and oral consumption.
- 3 Drug poisoning alerts issued this quarter

Comparing Time Frames

- In April to June 2025, GBPH received 16 reports of suspected opioid-related overdoses, 3 reports of suspected opioid-related fatalities, and issued 1 drug poisoning alert, 1 drug alert, and no media releases.
- In April to June 2026, GBPH received 51 reports of suspected opioid-related overdoses (219% increase), 2 reports of suspected opioid-related fatalities (33% decrease), and issued 3 drug poisoning alerts.

Timeframe	# of Opioid-related Overdoses	# of Opioid-related Fatalities	# of Alerts
Apr-June 2025	16	3	2
Apr-June 2026	51 (219% ↑)	2 (33% ↓)	3 (50% ↑)

- From January to June 2025, GBPH received 31 reports of suspected opioid-related overdoses and 5 reports of suspected opioid-related fatalities. During this time, GBPH issued 2 drug poisoning alerts and 1 drug alert.
- From January to June 2026, GBPH received 101 reports of suspected opioid-related overdoses (221% increase from the same time frame, previous year) and 3 reports of suspected opioid-related fatalities (40% decrease from same time frame, previous year). During this time, GBPH issued 8 drug poisoning alerts and 1 drug alert.

Timeframe	# of Opioid-related Overdoses	# of Opioid-related Fatalities	# of Alerts
Jan-June 2025	31	5	3
Jan-June 2026	101 (226% ↑)	3 (40% ↓)	9 (200% ↑)

Questions? Contact: harmreduction@publichealthgreybruce.on.ca

For more information:

- Canadian Substance Use Costs and Harms 2007-2020 – Canadian Substance Use Costs and Harms Scientific Working Group
- CSUCH | Home
- Substance Use and Harms Tool | Public Health Ontario
- Ontario Opioid Indicator Tool - ODPRN
- Characteristics of Substance-Related Toxicity Deaths in Ontario - ODPRN

www.wyccgreybruce.org

COMMUNITY BULLETIN

Issue / 1 / April 2026



AGENCY REBRANDING

Name Change from The Women's Centre Grey Bruce to Women & Youth Crisis Centre Grey Bruce

Why are we changing our name?

Our new name more accurately reflects who we serve and the full range of programs we deliver across Grey and Bruce Counties. Over time, our services have expanded significantly, and our former name no longer fully represented the breadth or impact of our work.

WOMEN & YOUTH CRISIS CENTRE
Grey Bruce

What programs does the new name represent?

The name Women & Youth Crisis Centre Grey Bruce better includes and reflects all of our crisis-based programs, including:

- Violence Against Women (VAW) Emergency Shelter
- Second Stage Transitional Housing Program
- Studio Blue Youth Services residence for at-risk and trafficked youth
- Outreach Counselling Services
- Prevention, education, and community awareness initiatives

This change helps women, youth, partners, and the broader community clearly understand that we support both women and youth experiencing crisis, violence, and exploitation.

How does this benefit the community?

The new name improves:

- Clarity for community members seeking support
- Understanding among referral partners and service providers
- Transparency for donors, funders, and supporters
- Accessibility for youth who may not have previously recognized our services were available to them

How does this support donors and funders?

For donors and funders, the new name clearly communicates the full scope of our impact. It strengthens connections between funding and program outcomes, supporting accountability, storytelling, and **long-term sustainability.**

WOMEN & YOUTH CRISIS CENTRE
Grey Bruce

Will services be disrupted?
No. All services will continue without interruption. Clients can access the same supports, at the same four site locations, with the same staff, under our new name.

When will the new name take effect?
The transition will be phased in across signage, materials, and communications over the next few months. Both names may be used together briefly to ensure clarity during the transition.

How can I support this transition?
You can help by:

- Using our new name when sharing information
- Updating your records and referrals
- Sharing this announcement within your networks
- Continuing to support our work as a donor, volunteer, or partner

How is the rebranding being funded?
Funding has been secured specifically for this work, including:

- Rebranding and organizational identity
- Strategic planning
- New marketing and communications materials
- The launch of our **Community Engagement Centre**

WOMEN & YOUTH CRISIS CENTRE
Grey Bruce

NEW COMMUNITY ENGAGEMENT CENTRE



What is the Community Engagement Centre?

Located at 640 10th Street West, Owen Sound ON, N4K 3R9, the **Community Engagement Centre** will provide dedicated space for:

- Outreach counselling
- Volunteer coordination and training
- Prevention and awareness education
- Community and partner engagement
- Fundraising and donor relations

The **Community Engagement Centre** will strengthen community connections, expand prevention efforts, and support the sustainability of our services.

WOMEN & YOUTH CRISIS CENTRE
Grey Bruce



Where can I learn more?

For more information, please contact Stacey Barry, staceyb@wyccgreybruce.org or 519-376-0755 ext.103 or visit www.wyccgreybruce.org and follow our social media channels for updates as we move forward together.

WOMEN & YOUTH CRISIS CENTRE
Grey Bruce

2025-2026 Annual Report



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Mission & Vision

Mission

We are a community where women, children and youth live free from violence and exploitation to promote healing, empowerment and independence.

Vision

We envision a future where all women, children and youth are safe, valued and free from all forms of violence and oppression.

Message From The Executive Director

This past year has been one of meaningful progress and transformation for our organization. It has been a year of building - strengthening our foundation internally while also expanding how we connect with and serve our community.

A central focus has been the evolution of our organizational identity. As our work has grown to more intentionally support both women and youth, it became clear that our name needed to reflect the full scope of who we are. This led to the development of our new identity as **Women & Youth Crisis Centre Grey Bruce** - a change that brings greater clarity to our services and strengthens our visibility within the community.

At the same time, we undertook important work to define our path forward. Through strategic planning, we engaged board members, leadership, staff, and community voices in shaping our mission, vision, and priorities. This process challenged us to reflect on where we are today and how we continue to grow and respond to emerging needs.

Throughout the year, we also advanced a number of program initiatives that extend our reach and impact:

- The **Coaching Boys Into Men (CBIM)** program continued to build momentum and we were successful in pitching and confirming that the Catholic District School Board and a number of their coaches at high school will be launching the program, supporting youth in developing healthy relationships and strengthening violence prevention efforts at an early stage.

- We also made important strides in expanding our outreach services by launching our presence in the Meaford counselling office and strengthening partnerships that allow us to meet people where they are.

- The launch of our **Brightshores Wellness & Recovery VAW Counselling Project** represents another key step forward, bringing support directly into a rehabilitation setting and improving access to trauma-informed services for women in recovery.

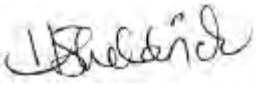
- This year also saw the development of new partnerships to strengthen care at Studio Blue, including collaboration with **Bruce Grey Child & Family Services** to support short-term placements and with the **Owen Sound Family Health Team** to provide timely health assessments for youth entering the program.

In addition to these initiatives, we continued to strengthen our internal operations and long-term sustainability. This included detailed financial planning, expanded fundraising efforts, and being accepted by Imagine Canada to become an accredited agency, to further enhance our accountability, quality standards, and organizational capacity.

What stands out most from this year is the level of collaboration across the organization. Staff, leadership, and the Board have worked closely together to move multiple priorities forward - from program development to planning, partnerships, and organizational growth. This has created a strong sense of alignment and momentum that will carry us into the years ahead. We have also continued to deepen our relationships with community partners, recognizing that the needs of women, children, and youth require a coordinated and connected response. Whether through outreach, prevention work, or shared service planning, these partnerships remain essential.

As we move forward, we do so with greater clarity, a stronger identity, and a solid foundation for growth. I am incredibly proud of the work accomplished this year and grateful to our staff, Board, partners, and supporters who continue to make it possible.

With Warm Regards,



Heather Sheldrick
Executive Director



Meet Our Leadership Team



HEATHER SHELDRICK

Executive Director/
Board Secretary



MARY THOMPSON

Second Stage Housing
Program Manager



JOYCE ANN JOHNSTON

Violence Against Women
Shelter Program Manager



JODIE HORNETT

Payroll & Accounts
Manager



STACEY BARRY

Fund Development &
Communications Manager

Meet Our Board of Directors



ALISSA ANGEL
Board Chair



ERICA WEPPLER
Vice-Chair



KATE VANDERWIELEN
Director/Interim Treasurer



COLLEEN SAKER
Director



JULIE STANLEY
Director



VANESSA DEVITT
Director

Letter From The Board Chair

To Our Board of Directors, Staff, Volunteers, and Community Partners,

This past year has been one of both challenge and meaningful progress for our organization. As demand for services continues to grow, we have remained steadfast in our commitment to supporting children, youth, and families in our community with compassion, expertise, and care. On behalf of the Board of Directors, I would like to extend our sincere gratitude to our dedicated staff, volunteers, and community partners. Your commitment, resilience, and passion make a lasting difference in the lives of those we serve each and every day.

The Board has remained deeply engaged in providing strong governance, strategic oversight, and fiscal stewardship. Over the past year, both board members and leadership have invested significant time and effort in the development of our new strategic plan—thoughtfully positioning the organization for the future while ensuring we remain responsive to the evolving needs of our community. This collaborative work reflects a shared commitment to sustainability, impact, and continued growth.

While we are proud of the progress made this year, especially in our shelter and second stage services, which had a strong year supporting a significant number of women and children fleeing abuse, we must also acknowledge ongoing challenges within the Studio Blue Youth Program. The program continues to operate with a significant funding deficit, limiting our ability to fully develop it to its intended potential and meet the growing needs of youth in our community.

We also recognize the importance of working more closely with our referring agencies to better understand the needs of at-risk youth and women and the broader housing realities within our community. Increasing public awareness is also essential as we want our community to know that we are here to provide both short-term and longer-term housing supports. In addition, strengthening programs through the introduction of outreach components will allow us to support more women and youth and provide earlier, more flexible intervention. To achieve this, we are actively seeking significant funding partnerships and investment. At the same time, we will continue to advocate to the Ministry with a strong and compelling case for the sustained support needed to ensure Studio Blue can reach its full potential.

While there is still important work ahead, we remain encouraged by the progress made this year and the strength of our partnerships. Together, we are building a more responsive, supportive system for the children and youth who rely on us.

Thank you for your continued trust and support.



Alissa Angel
Chair, Board of Directors
Women & Youth Crisis Centre Grey Bruce

Programs & Services

CORE PROGRAMS

The VAW Emergency Shelter Program is a twenty-bed facility with security and main floor accessibility offering twenty-four hour crisis intervention and supportive counselling.

The Second Stage Residential Program is a safe 12-unit townhouse complex that provides transitional and supportive counselling within a geared-to-income rent program.

Studio Blue Youth Services, the Anti-Human Trafficking Program for Youth, includes counselling, outreach, and housing for at-risk youth 15-18 years of age.

The new Community Engagement Centre (CEC) is home to our Outreach counsellor that assists women and youth in the community to connect with local support and services

SERVICES

Public education about abuse, women's issues, and human trafficking is shared with community partners including schools, community groups, and service clubs.

Family & Criminal Court Support is provided in partnership with other community agencies to support abused women while they navigate through the Court system.

Crisis support is available at the Shelter 24/7, and during business hours at Second Stage and the Community Engagement Centre. Trained staff also provide 24/7 crisis support by phone and text via the crisis hotline.

Individual and group counselling is available at the Shelter, Second Stage, and Community Engagement Centre for all women regardless of their situation.

COACHING BOYS INTO MEN

→ CLEAR (Coaching Leadership, Equity, & Respect)

Women & Youth Crisis Centre Grey Bruce (WYCC) strengthened its commitment to violence prevention by engaging male youth through sport-based programming. Our work began with the Coaching Boys Into Men initiative, a province-wide program supported by the Ontario government that focuses on promoting healthy relationships, respect, and non-violence among young male athletes.

Four WYCC staff members completed advocacy training to support the rollout of coach-led prevention programming. This training was delivered by **Interval House of Hamilton**, equipping our team with the knowledge and tools to effectively recruit and support local coaches. Initial outreach began with local school boards and secondary schools, including the Bruce-Grey Catholic District School Board, and exploratory conversations with Owen Sound District Secondary School.

As implementation planning progressed, we transitioned to the **CLEAR (Coaching Leadership, Equity, & Respect)** Initiative—an evidence-based, internationally recognized program that builds on similar principles while offering a structured, coach-led model for sustained engagement with youth. Staff met with the Bruce-Grey Catholic District School Board to advance implementation. The Board demonstrated strong leadership by formally committing to the initiative, recognizing its value in promoting healthy relationships and preventing gender-based violence among student athletes.

A major milestone was achieved in Spring 2026, when our agency delivered coach training sessions and successfully certified **22 coaches** to implement the **CLEAR** program. These coaches are now equipped to deliver the 12-week, card-based curriculum integrated into regular team practices beginning in Fall 2026.



The CLEAR program focuses on:

- Weekly, coach-led conversations on topics such as consent, respect, boundaries, and healthy communication
- Building awareness of harmful behaviours and strengthening positive bystander skills
- Encouraging youth leadership and role modeling both on and off the field
- Shifting attitudes and reducing harmful norms through evidence-based approaches

Women & Youth Crisis Centre Grey Bruce provides full training, resources, and ongoing support to participating coaches, ensuring they feel confident and prepared to lead these important discussions with their teams.

As we look ahead, the implementation of **CLEAR** in local schools represents a significant step forward in our prevention work—empowering young men to build respectful relationships and contributing to safer, healthier communities.



The Polished Project
Be a Force For Good

Uniting Police, Partners & Public in the Fight Against Human Trafficking

Women & Youth Crisis Centre Grey Bruce strengthened its community safety efforts through the Polished Project, a collaborative initiative funded through the Victim Support Grant. Delivered in partnership with **Saugeen Shores Police Service** and **Victim Services Grey Bruce**, the project focused on increasing awareness, strengthening response, and enhancing prevention strategies related to human trafficking across the region.

Running from July through October 2025, Project Polish took a coordinated, community-wide approach to addressing human trafficking and highlighting our Anti-Human Trafficking program, Studio Blue Youth Services. Approximately, 11 shift-change presentations to over 100 police officers were delivered by our staff at 7:00 a.m. and 7:00 p.m. across multiple detachments in Grey and Bruce.

These brief but impactful presentations provided officers with practical tools to identify human trafficking, respond appropriately, and connect individuals to supports. Officers were also provided with clear information on identifying at-risk youth, referral pathways, and the intake processes for Studio Blue Youth Services.

Through collaboration, education, and community engagement, the Polished Project has strengthened Grey Bruce's collective response to human trafficking.



100 Good Men
Who Give a Damn

Kitchen Reno at Studio Blue

Women & Youth Crisis Centre Grey Bruce was honoured to be selected for funding from **100 Good Men Who Give a Damn**, a group of local men in north grey county, who come together to support community initiatives through collective giving. Similar to other “100 Who Care” models, members meet, hear short presentations, and pool their contributions to create immediate, meaningful impact for local organizations. This model of grassroots philanthropy provides critical support for projects that might otherwise take years to fund, and we were proud to share the story of Studio Blue Youth Services with this group.

Through this opportunity, we highlighted the urgent need to support youth ages 15–18 who are impacted by or are at risk of human trafficking, and the importance of creating a safe, home-like environment where they can heal and rebuild. The **$14,500** in funding from **100 Good Men Who Give a Damn** was directed toward upgrading the kitchen at Studio Blue and transforming it into a welcoming, functional space where youth can gather, learn life skills, and build a sense of belonging.

More than just a renovation, this investment represents something deeper: a community of men standing up to be part of the solution. As shared in the presentation, while it is those who “do not give a damn” who contribute to the harms youth experience, it is those who do give a damn who help create pathways to safety, healing, and a brighter future.



100+ Women Who Care
South Georgian Triangle

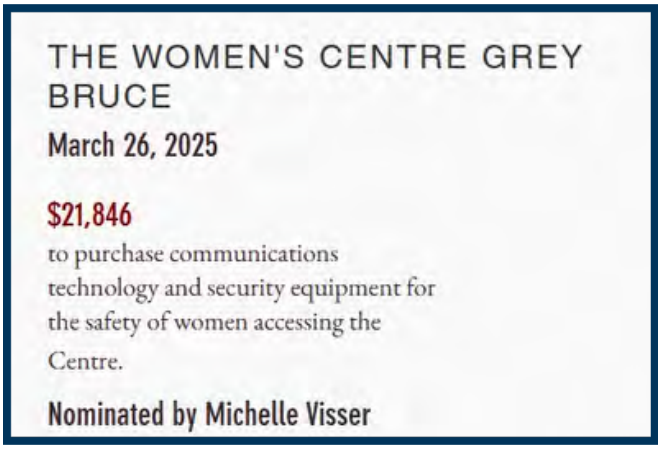
Enhanced Security Plan Funding

Women & Youth Crisis Centre Grey Bruce made significant investments in safety and infrastructure at Studio Blue Youth Services, enhancing protections for youth impacted by, or at risk of, human trafficking. This work was made possible through the generous support of **100+ Women Who Care SGT**, a collective giving group that pools donations to fund meaningful, community-driven initiatives.

Through this support, Studio Blue implemented a comprehensive security enhancement project designed to create a safer, more responsive environment for residents and staff, including controlled access entry systems, monitored panic buttons, expanded outdoor surveillance, and upgraded smoke detection systems connected directly to Georgian Bay Fire and Safety. Additional improvements included the implementation of a master key lock system to balance privacy with rapid emergency access, as well as ongoing staff training in Crisis Prevention Intervention, First Aid/CPR, and other required certifications.

Together, these upgrades strengthen both physical safety and staff readiness, ensuring a trauma-informed and responsive environment. With a total investment of **$21,846**, this project reflects a shared commitment to protecting vulnerable youth and enhancing Studio Blue's ability to provide a secure, stable, and supportive space where youth can heal and move forward.

100+ Women Who Care
SOUTH GEORGIAN TRIANGLE



Donor & Volunteer Appreciation Night

In Fall 2025, the Women & Youth Crisis Centre Grey Bruce proudly hosted a **Donor & Volunteer Appreciation Night**, bringing together community members, partners, donors, and volunteers to celebrate the collective impact of giving. The evening provided an opportunity to reflect on the past year, share stories from our programs and recognize the essential role supporters play in sustaining and strengthening our work.

Volunteers were honoured for their time, compassion, and dedication, acknowledging that their contributions are vital to the day-to-day operations and overall success of our services. The event served as a meaningful reminder that behind every program and every success story is a community that truly cares.



The evening concluded with the launch of our **Adopt-A-Room Campaign**, an initiative inviting donors, businesses, and community members to directly support the spaces where healing happens. Through this campaign, supporters can contribute at a level that is meaningful to them:

- **$100 – Pet Stay Sponsor:** Provides food, bowls, leashes, toys, and vet check for one pet in residence
- **$500 – Room Essentials Sponsor**: Supports bedding, décor, and personal care items to create a warm, welcoming space
- **$1,000 – Garden & Grounds Sponsor:** Beautification and maintenance of gardens, lawns, and building exteriors
- **$2,500 – Sponsor-a-Stay:** Full wraparound support for one family/youth's shelter stay to support recovery and stability
- **$5,000+ – Adopt-a-Room Sponsor:** Provides the opportunity to fully adopt and transform a space, creating a lasting impact

To learn more or support the campaign, visit: https://www.wyccgreybruce.org/adoptaroom



Staff Training & Highlights



Crisis Prevention Intervention (CPI)

CPI training supports our frontline workers by strengthening crisis prevention, de-escalation, and trauma-informed care skills. The certification enhances staff confidence, workplace safety, communication, and team collaboration while equipping workers to respond compassionately and effectively to individuals experiencing emotional distress, crisis, or challenging behaviours in a respectful and supportive manner.



Team-building

We gathered to celebrate and appreciate our dedicated staff through a team-building backyard social that encouraged connection, collaboration, and morale. The event provided an opportunity for frontline workers to relax, strengthen relationships, and recognize each other's contributions while fostering a supportive, positive, and healthy workplace culture.



Indigenous Training

Indigenous training, led by Bob Goulais and Anishinaabe Indigenous cultural competency trainer and consultant, provided staff with a deeper understanding of Indigenous histories, cultures, and perspectives. Staff gained insight into the Calls to Action, and the importance of allyship, respect, and meaningful inclusion. The training also encouraged reflection on personal and professional responsibilities in creating more equitable and culturally safe spaces within our programs.

Wellness Committee Updates

The Wellness Committee played an important role at WYCC by helping create a positive and supportive work environment. Through a mix of virtual activities on Teams and in-person events, the committee focuses on building a workplace where staff feel connected, appreciated, and engaged.

Throughout the year, the committee created opportunities for staff to connect in meaningful and fun ways. These initiatives supported both well-being and team relationships, helping to strengthen connections across departments. By encouraging participation and fostering a sense of community, the committee contributed to improved staff morale and a more positive workplace culture.

These efforts helped to bring people together, boost engagement, and create enjoyable shared experiences across the organization.

Activities to Date:

- **St. Patrick's Day** themed dress-up day
- **"Guess Who?"** baby picture game
- **Step Tracking** contest to promote healthy habits and friendly competition
- **Award Nominations** to recognize and celebrate staff contributions across the agency

The Wellness Committee looks forward to continuing this momentum with more opportunities for connection and engagement moving forward.



Thank you to our Donors

$25,000+
Ministry of Children, Community and Social Services | Grey County | The Home Depot Canada Foundation | Pickard Family Foundation | Women's Shelters Canada | Town of Saugeen Shores - Police Service

$10,000+
Co-Operators Community Funds | Timothy D. Mayer Charitable Foundation | Royal LePage Shelter Foundation | Michelle & John Visser | The Shoppers Drug Mart Life Foundation | The Joan & Jim Patterson Foundation | Owen Sound Knights of Columbus Council 2092 | 100 Good Men Who Give A Damm Noth Grey | 100 Women Who Care SGT

$5,000+
Bruce Power L.P. | St. John's United Church | Power Workers' Union Bruce Equity Committee | Eva LeFlar Foundation | Community Foundation Grey Bruce | Cargill District Community Foundation

$2,000+
Extreme Linings & Coatings | Darrell Golan | Royal LePage RCR Realty | Elementary Teachers Federation Ontario Bluewater Local (EFTO) | Gwen Lamont | Bert & Susan Leeder | Bob & Kelly VanDolder Family Charitable Foundation | Zonta Club of Owen Sound & Area | Scott Belton & Jessica Leeder | Unifor Social Justice Fund | Paul & Kathy Walker Family Charitable Foundation | Peter & Debbie Van Dolder Family Charitable Foundation | United Way of Bruce Grey | Cathryn Kennedy | Meaford Rotary Club

$1,000+
First Christian Reform Church | Shannon Cameron | RBC Foundation | Jane & Sid Dykstra | Amelia Langeman | Annesley United Church Women | Murray Beech | Bruce Bennett | Chantry Island Cham-bettes | Elmwood Community Service Association | Jeanette Fullerton | David Glass | Renate Kaufman | Christy Kelly | Kevin Knight | Ladies Auxiliary Branch #290 RCL | Diane Macintyre | Sonja Mulder | Paisley Rotary | Peninsula Service with Assist, Nurture, and Support (SWANS) | Wal-Mart Canada Corp. | Barbara Hanson | Sydenham & District Optimist Club | The Purse Project Network - Blue Mountain & Collingwood Chapter

2025-2026
Financials

WOMEN & YOUTH CRISIS CENTRE GREY BRUCE
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31

	2026 $	2025 $
Liabilities		
Current		
Accounts payable and accrued liabilities	**188,132**	143,135
Deferred contributions	**-**	25,000
Deferred rent liability (Note 8)	**3,150**	-
	191,282	168,135
Deferred contributions related to property and equipment (Note 7)	**977,459**	1,048,138
	1,168,741	1,216,273
Fund balances		
Operating fund	**11,684**	11,684
Restricted for housing replacement (Note 3)	**369,544**	335,966
Restricted for housing maintenance (Note 3)	**45,068**	45,068
Invested in capital assets	**939,108**	927,469
Internally restricted funds	**300,000**	300,000
Donation fund	**349,393**	254,650
	2,014,797	1,874,837
	3,183,538	3,091,110

2025-2026
Financials

WOMEN & YOUTH CRISIS CENTRE GREY BRUCE
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31

	2026 $	2025 $
Revenue		
Ministry of Children, Community & Social Services	**1,857,905**	1,672,904
Grey County housing	**212,329**	164,710
Adopt A Room Fundraising	**14,500**	23,500
Donations and fundraising	**173,939**	206,346
Housing rental income	**50,901**	57,158
Investment Income	**18,751**	19,438
Foundation and other grants	**258,585**	231,600
Bruce Grey Child & Family Services	**38,586**	
	2,625,496	2,375,656
Expenditures		
Allocated administration	**128,849**	113,192
Administration	**122**	(22,676)
Advertising and promotion	**5,152**	919
Communication	**11,938**	18,648
HST expense	**-**	11,660
Insurance	**37,532**	40,240
IT services and supplies	**41,348**	39,619
Other services	**16,320**	14,946
Other supplies and equipment	**-**	22,676
Professional services and fees	**68,977**	58,498
Program supplies and equipment	**56,914**	50,887
Repairs and maintenance	**126,197**	111,816
Salaries and benefits	**1,883,123**	1,678,681
Training	**36,442**	24,190
Travel	**8,560**	5,479
Utilities	**61,471**	52,850
Contributions to replacement reserve	**-**	9,421
	2,482,945	2,231,046
Excess of revenue over expenditures	**142,551**	144,610
Amortization of property and equipment	**(106,848)**	(107,812)
Amortization of deferred contributions	**70,679**	68,107
	(36,169)	(39,705)
Excess of revenue over expenditures	**106,382**	104,905

2025-2026 Statistics



110
WOMEN & CHILDREN STAYED IN THE SHELTER

499

DAYS OF PET STAYS



79
WOMEN ACCESSED OUTREACH PROGRAMS



84
WOMEN SUPPORTED IN COURT

34

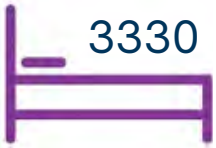
WOMEN & CHILDREN LIVED IN TRANSITIONAL HOUSING



1214
CRISIS CALLS & TEXTS RECEIVED

1081
SAFETY PLANS DEVELOPED



3330

DAYS OF RESIDENTIAL STAYS



261
YOUTH CRISIS CALLS & TEXTS RECEIVED



174
YOUTH SAFETY PLANS DEVELOPED



16
YOUTH ADMISSIONS TO STUDIO BLUE

Women & Youth Crisis Centre Grey Bruce crisis line is available 24 hours a day, 7 days a week:

CALL 519-371-1600

TEXT 226-974-0755

TOLL FREE 1-800-265-3722

www.wyccgreybruce.org

facebook.com/wyccgreybruce

instagram.com/wyccgreybruce

2048 A 9th Avenue East
Owen Sound, ON N4K 3H2

If you have any questions about Women & Youth Crisis Centre Grey Bruce or if you are interested in learning more about our programs or facilities, please contact us.

If you or someone you know are experiencing gender-based violence and need immediate assistance, call 911.

Registered Charity: 119302594 RR 0001

From: [redacted]
Date: August 31, 2026 at 7:46:02 PM EDT
To: [redacted]>, [redacted]>,
INFO <info@owensoundpolice.com>, [redacted]>,
[redacted]
Subject: Drug problems

Warning: Unusual sender [redacted]
You don't usually receive emails from this address. Make sure you trust this sender before taking any actions.

Hi there

I am reaching out as a concerned citizen working in the down town core.
What is being done about the drug problem!!!! It is getting out of hand. And has been for some time.
I would like to know how it is acceptable for these people to use drugs in public without penalties. But I can't even park without getting a ticket or having to pay.
These people don't pay taxes. And this is what they are allowed to do. I'm pretty sure I cannot walk down the street drinking a beer.
Today my coworkers and I couldn't even leave our office building - picture attached.
This is absolutely unacceptable.
Do you feel safe walking down the street? I get asked for money during the day time.
Owen sound uaes to be such a pretty little area.
This has the be addressed.
Would you feel safe exiting this? What if this was outside your home or office?

Concerned citizen

REPORT TO THE OWEN SOUND POLICE SERVICE BOARD

SUBJECT: CRIMINAL INVESTIGATIONS BRANCH

BAIL COMPLIANCE AND WARRANT APPREHENSION UNIT (BCWA)

COMMUNITY ORIENTED RESPONSE AND ENFORCEMENT UNIT (CORE)

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

DATE: September 23, 2026

STRATEGIC PRIORITIES:

The work of the Criminal Investigations Branch supports positive outcomes in the following Strategic Priorities established by the Board in the 2023-2026 OSPS Operations Plan:

- ☑ Community Safety
- ☑ Community Wellbeing
- ☐ Our Members
- ☐ Sustainability

REPORT:

Notable Investigations:

Sexual Assault: CIB investigated a sexual assault occurrence that occurred on 30 June 2026. The male suspect grabbed the 13-year-old female victim from behind, but her quick thinking and courageous actions allowed her to break free. She immediately sought assistance from people nearby, who ensured her safety and called police. The male attempted to flee, but members of the public, including the youth's family, promptly intervened and maintained observations of the male until police arrived and arrested him a short distance away. As a result of this incident, a 31-year-old male of no fixed address was charged with assault, sexual assault, and breach of probation. He was held for bail and was later remanded into custody, where he remains.

Drug Trafficking: Members of the Drug Enforcement Unit and CIB executed a Controlled Drugs and Substances Act search warrant at a residence in the 900 block of 2nd Avenue East on June 25, 2026, resulting in the arrest of two individuals and the seizure of 36 grams of fentanyl with an estimated street value of approximately $14,800, along with more than $7,000 in cash believed to be proceeds of crime. Charges were laid against both accused in connection with the investigation.

Sudden Death: Members of CIB are investigating the sudden death of a 30-year-old female who was brought to Brightshores Health Services by a friend and subsequently died in hospital after 6 days of treatment in the ICU. CIB is working closely with the Coroner to investigate what is believed to be a drug overdose, however the investigation is continuing.

Sudden Death – Members of CIB are investigating the sudden death of a 27-year-old male, located in a downtown apartment by his uncle who resides in the same building. The results of the post-mortem examination are pending, but the death is suspected to be the result of a drug overdose.

Drug Trafficking: Members of the Drug Enforcement Unit and CIB executed a Controlled Drugs and Substances Act search warrant at a residence in the 900 block of 2nd Avenue East on July 1, 2026. As a result of the investigation, police seized 214 grams of Fentanyl, 112 grams of Cocaine, and 52 grams of Crystal Methamphetamine, as well as approximately $1,200 in cash proceeds of crime. The estimated street value of the seized illicit substances is approximately $110,000. The 214 grams of seized toxic fentanyl equates to approximately 2140 individual sales.

Fraud – Members of CIB are currently investigating a suspected romance fraud involving an elderly female victim who has reportedly lost approximately $100,000 after developing an online relationship with an individual who allegedly used deceptive means to obtain significant sums of money from her.

MMHART Statistics

JUNE
Officer Referrals/ Consultations =3
Follow Ups = 2
Community Support Consultations/Referrals =0
Incident Response/Support = 21
Proactive in Community Engagement (hours completed) = 4

JULY
Officer Referrals/ Consultations =4
Follow Ups = 14
Community Support Consultations/Referrals = 0
Incident Response/Support = 23
Proactive in Community Engagement (hours completed) = 1

August
Officer Referrals/ Consultations = 2
Follow Ups = 8
Community Support Consultations/Referrals =1
Incident Response/Support = 20
Proactive in Community Engagement (hours completed) =6

DRUG OVERDOSE INFORMATION

In June, July and August 2026, the city had two suspected drug-related deaths.
There have been three drug-related deaths in Owen Sound so far in 2026.

Missing Persons

There are no outstanding missing persons.

BAIL COMPLIANCE AND WARRANT APPREHENSION UNIT (B.C.W.A.)

FOOT PATROL (Hours)	5
CRIMINAL CHARGES	22
WARRANT ARRESTS	26
ARREST - FAIL TO ATTEND FOR PRINTS	11
COMPLIANCE CHECKS	13
S.O.R. COMPLIANCE CHECKS	13

In addition to investigative responsibilities, B.C.W.A. continued to participate in regular collaboration and information-sharing meetings with community partners. Members attended weekly meetings with Ontario Probation and Parole, Correctional Service Canada – Parole Office, and the HRRT Committee in support of coordinated offender management and community safety initiatives.

COMMUNITY ORIENTED RESPONSE AND ENFORCEMENT UNIT (C.O.R.E.)

FOOT PATROL (Hours)	110
CRIMINAL CHARGES	2
CDSA	10

The CORE Unit participated in several community events during the reporting period. The Unit proudly took part in the Special Olympics Law Enforcement Torch Run, the One World Festival, and Family Fun Day and Drone Show where officers engaged with families in a positive and informal setting and supported the Safe and Sound Community BBQ. These events continue to reinforce the service's commitment to community engagement, accessibility, and proactive relationship building.

The C.O.R.E. unit continued high visibility foot patrols focusing on proactive community engagement, enforcement, and support for vulnerable community members. Regular monitoring and well-being checks were conducted on those accessing local shelter services, as well as individuals sheltering in encampments and other locations across the city. Patrols were concentrated in the River District, including the transit terminal and local bank vestibules to deter overnight sleeping and loitering.

Additional attention was directed to several local businesses experiencing concerns related to loitering, suspected drug use, camping, property damage, and sanitation issues. Officers also monitored a local dance studio during business hours due to ongoing safety concerns in the area.

The C.O.R.E. Unit laid numerous drug possession charges during proactive enforcement activities.

FINANCIAL/RISK IMPLICATION(S):

Nil

SUBMITTED BY:

Craig Matheson, Inspector

REPORT TO THE OWEN SOUND POLICE SERVICE BOARD

SUBJECT: **Auxiliary Unit- June, July, August 2026**

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

DATE: September 23, 2026

STRATEGIC PRIORITIES:

The [contents of this report] contributes to the positive outcomes within the following Strategic Priorities, set by the Board in the 2023-2026 OSPS Operations Plan:

- ☑ Community Safety
- ☑ Community Wellbeing
- ☐ Our Members
- ☐ Sustainability

RECOMMENDATION(S):

For Information

REPORT:

JUNE

In June 2026, the Auxiliary Unit actively supported the Uniform Branch through ride-alongs, contributing a **total of 130 volunteer hours** as well as an **additional 78 volunteer hours** at community events.

On June 10th, members of the Auxiliary Unit participated in the Law Enforcement Torch Run. The LETR is the largest public awareness vehicle and grassroots fundraiser for Special Olympics. Law enforcement members and Special Olympics athletes carry the "Flame of Hope" into the Opening Ceremony of local competitions, as well as into Special Olympics Provincial, National, Regional, and World Games.

On June 13th, members participated in the eighth annual Owen Sound Pride Parade and block party that took place in the River District. The event featured more than 40 venders, food trucks, licensed patios, speed-friendly area, live musical entertainment, and a nighttime glow party.

On June 17th, the Unit participated in the One World Festival, a free annual event held in Owen Sound to celebrate regional diversity, inclusion, and cultural heritage. The festival was held at the Owen Sound Farmers Market and brought together hundreds of schoolchildren, community agencies and performers.

On June 20th, members of the Auxiliary Unit participated in the fifth annual walk run 5K race to support youth and adults with intellectual or developmental disabilities.

On June 30th, members of the unit participated in the Family Fun Day event at Kelso Beach and Nawash Park. Families enjoyed pony rides, dog shows, over 60 vendors, live music and a drown show over the bay to end the fun filled day.

Additionally, Auxiliary Sergeant Jessica Brown **contributed 15 hours** running Car Seat Inspections.

JULY

In July 2026, the Auxiliary Unit actively supported the Uniform Branch through ride-alongs, contributing a **total of 133.5 hours** as well as an **additional 52 volunteer hours** at community events.

On July 1st, members of the Auxiliary Unit participated in the Canada Day celebrations at Kelso Park. The auxilliary unit set up a touch a truck event showcasing our police vehicles and conducting foot patrol.

On July 11th, members took part in the Hottest Yard Sale in the River District. The event featured live music, shopping, and food vendors. Our members set up a booth featuring a miniature police cruiser obstacle course and interacted with attendees while walking the River District.

On July 27th, members attended the Reach Centre community BBQ.

AUGUST

In August 2026, the Auxiliary Unit actively supported the Uniform Branch through ride-alongs, contributing a **total of 159.5 volunteer hours** as well as an additional **31.5 volunteer hours** at community events.

On August 1st, members of the Auxiliary Unit participated in the 164th Emancipation Festival. This is the longest and most continuous festival in North America.

On August 30th, members of the Auxiliary Unit participated in the 38th annual Owen Sound Salmon Spectacular kids' day event. The event included a kids' fishing pond, live educational animal and reptile demonstrations, games, inflatable fun, a zipline, coloring contest, and many more interactive events for young attendees and their families.

SUBMITTED BY:

Craig Matheson, Inspector

REPORT TO THE OWEN SOUND POLICE SERVICE BOARD

SUBJECT: FRONT LINE PATROL REPORT AND COLLISIONS- JUNE/JULY/AUG 2026

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

DATE: September 23, 2026

STRATEGIC PRIORITIES:

The activities of Front-Line officers contribute to the positive outcomes within the following Strategic Priorities, set by the Board in the 2023-2026 OSPS Operations Plan:

- ☑ Community Safety
- ☑ Community Wellbeing
- ☐ Our Members
- ☐ Sustainability

RECOMMENDATION(S):

For Information

REPORT:

The following report highlights key metrics from OSPS Front Line Patrol and Collision Statistics for **June, July and August, 2026 combined**.

	Platoon #1-4		**Part Time Officers**	
	Summer 2026	**Summer 2025**	**Summer 2026**	**Summer 2025**
Highway Traffic Act:	324	277	30	62
Recorded Cautions:	189	98	36	69
Criminal Code/ CDSA:	437	530	7	19
Warrants Executed:	105	119		
Liquor Licence and Control Act:	27	37	6	1
Foot Patrol Hours:	257	197	51	53
Court Security Hours:	0	0	**569**	**144 (August only)**

Reduce Impaired Driving Everywhere (RIDE)

JUNE

- 11 R.I.D.E. checks conducted
- 28 officers
- 10 total hours
- 208 drivers checked
- 4 Roadside breath tests administered

JULY

- 9 R.I.D.E. checks conducted
- 23 officers
- 10.5 total hours
- 465 drivers checked
- 3 Roadside breath tests administered

AUGUST

- 7 R.I.D.E. checks conducted
- 13 officers
- 11.5 total hours
- 698 drivers checked
- 38 Roadside breath tests administered

Impaired/ Over 80 mgs Charges

- There was a total of 10 impaired drivers charged during June, July and August, 2026.

Collision Statistics

JUNE 2026

	JUN 2026	MAY 2026	JUN 2025
Total Collisions:	45	40	60
Collisions - East side	22	15	30
Collisions - West side	10	9	6
Collisions - parking lots	13	16	24
Fail to Remain Collisions	4	7	13
Collisions referred to CRC:	23	23	31
Collisions investigated by OSPS:	22	17	29

JULY 2026

	JUL 2026	JUN 2026	JUL 2025
Total Collisions:	50	45	47
Collisions - East side	18	22	23
Collisions - West side	14	10	11
Collisions - parking lots	18	13	13
Fail to Remain Collisions	6	4	9
Collisions referred to CRC:	25	23	25
Collisions investigated by OSPS:	25	22	22

AUGUST 2026

	AUG 2026	JUL 2026	AUG 2025
Total Collisions:	31	50	46
Collisions - East side	22	18	19
Collisions - West side	1	14	8
Collisions - parking lots	8	18	19
Fail to Remain Collisions	2	6	12
Collisions referred to CRC:	12	25	29
Collisions investigated by OSPS:	19	25	17

FINANCIAL/RISK IMPLICATION(S):

Nil

SUBMITTED BY:

Craig Matheson, Inspector

REPORT TO THE OWEN SOUND POLICE SERVICE BOARD

SUBJECT: **Community Service Officer- June, July, August 2026**

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

DATE: September 23, 2026

STRATEGIC PRIORITIES:

The [contents of this report] contributes to the positive outcomes within the following Strategic Priorities, set by the Board in the 2023-2026 OSPS Operations Plan:

- ☑ Community Safety
- ☑ Community Wellbeing
- ☐ Our Members
- ☐ Sustainability

RECOMMENDATION(S):

For Information

REPORT:

The following report highlights key engagements of the Community Services Officer in Summer, 2026.

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

- Prom, #TheNightShift, Frauds, Canada Day, #WeAreHiring, Pride Month, RIDE program, HTA, End of Summer Bash, Break & Enters, Indigenous History Month, #ThrowBack, Emancipation Festival, Hottest Street Sale, YIPI, River District Foot Patrol, Torch Run, Seniors Month, TDBeats AED at Harrison Park, Construction Zones, Car eat Safety, Alpha Street Partners, Bike Patrol, Race for Reach, Salmon Spectacular
- **86 Posts summer 2026**

Community Engagement & Local/Provincial Committee Work

- Y Settlement Services youth new to Owen Sound- Local
- CSWBP Crime Prevention Action Table- Regional
- Pride Month/Pride Parade & festival- local
- LETR- Torch Run- Regional
- Hottest Street Sale- River District- Local
- Grey Bruce Local Immigration Partnership- External/Regional
- LEAPPS (Law Enforcement Agencies & Partners to Protect Seniors)- External/Provincial
- Youth in Policing Initiative & annual YIPI conference-External/Provincial meeting
- CPYN National Meeting (Canadian Police Youth Network)- Provincial
- Alpha Street Community Partners Monthly- Local
- REACH- Race for REACH & REACH charity BBQ- local

Community & School Presentations/Training

- Presentation to Alzheimer's Society- phone call scams & calling 911
- Notre Dame School bike safety/summer safety
- OSDSS Law Class- rule of the road
- Bike Safety- Y Day Camp
- Elite Girls Hockey Camp- no phone in dressing rooms/photos/texting
- East Ridge- grade 8 class- youth and the law
- Presentation to St. Mary's Boys Phys Ed- Texting, sharing photos & privacy online.
- Seniors Centre- common frauds and scams- locally
- Minor hockey- no phones in dressing rooms/photos and texting
- Alexandra School grade 3- street safety and calling 911

Community Events

- Hottest Street Sale- River District
- Canada Day- Kelso Beach
- REACH BBQ- River District
- Emancipation Festival
- Elite Girls Hockey School
- End of Summer Bash
- Salmon Spectacular






(Pic L-R CSO Cranny at Canada Day, CSO Cranny at Elite Girls Hockey Camo & YIPI at REACH BBQ)

FINANCIAL/RISK IMPLICATION(S):

Nil

SUBMITTED BY:

Jason Cranny
Community Service Officer #569

REPORT TO THE OWEN SOUND POLICE SERVICE BOARD

SUBJECT: **Training Report – June, July, August 2026**

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

DATE: September 23, 2026

STRATEGIC PRIORITIES:

A continued emphasis on training for all members contributes to the positive outcomes within the following Strategic Priorities, set by the Board in the 2023-2026 OSPS Operations Plan:

- ☐ Community Safety
- ☐ Community Wellbeing
- ☑ Our Members
- ☑ Sustainability

RECOMMENDATION(S):

For Information

REPORT:

The following report highlights training for Owen Sound Police Service members during the summer months of 2026.

During June and July, the training officer administered the Special Constable Training Program to four new Special Constables. The training consisted of academics, practical exercises, defensive tactics and an exit examination. Successful completion of the training program was required, and certificates of appointment were issued to each of the four new Special Constables.

In June a member of the Criminal Investigations Branch attended the two-week Fraud Investigators course at the Ontario Police College.

In June a records clerk attended the Ontario Police College and completed the one- week, CPIC Terminal Operators Course.

In June, the training officer provided orientation and training to the services newest Recruit Constable. The Recruit Constable has been attending Basic Constable training over the summer months and is scheduled to begin his post OPC training and coaching period in late September 2026.

On June 26th the training officer attended a one-day certification training course on the administration of the shuttle run, which is an important part of the hiring and recruitment process for new officers.

SUBMITTED BY:

Craig Matheson, Inspector

REPORT TO THE OWEN SOUND POLICE SERVICE BOARD

SUBJECT: **Records, Courts, and Bylaw Report – June-July-August 2026**

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

DATE: September 23, 2026

STRATEGIC PRIORITIES:

Records, Court Services, and Bylaw contribute to the positive outcomes within the following Strategic Priorities, set by the Board in the 2023-2026 OSPS Operations Plan:

- ☑ Community Safety
- ☐ Community Wellbeing
- ☐ Our Members
- ☑ Sustainability

RECOMMENDATION(S):

For Information

REPORT:

Records – June-July-August 2026

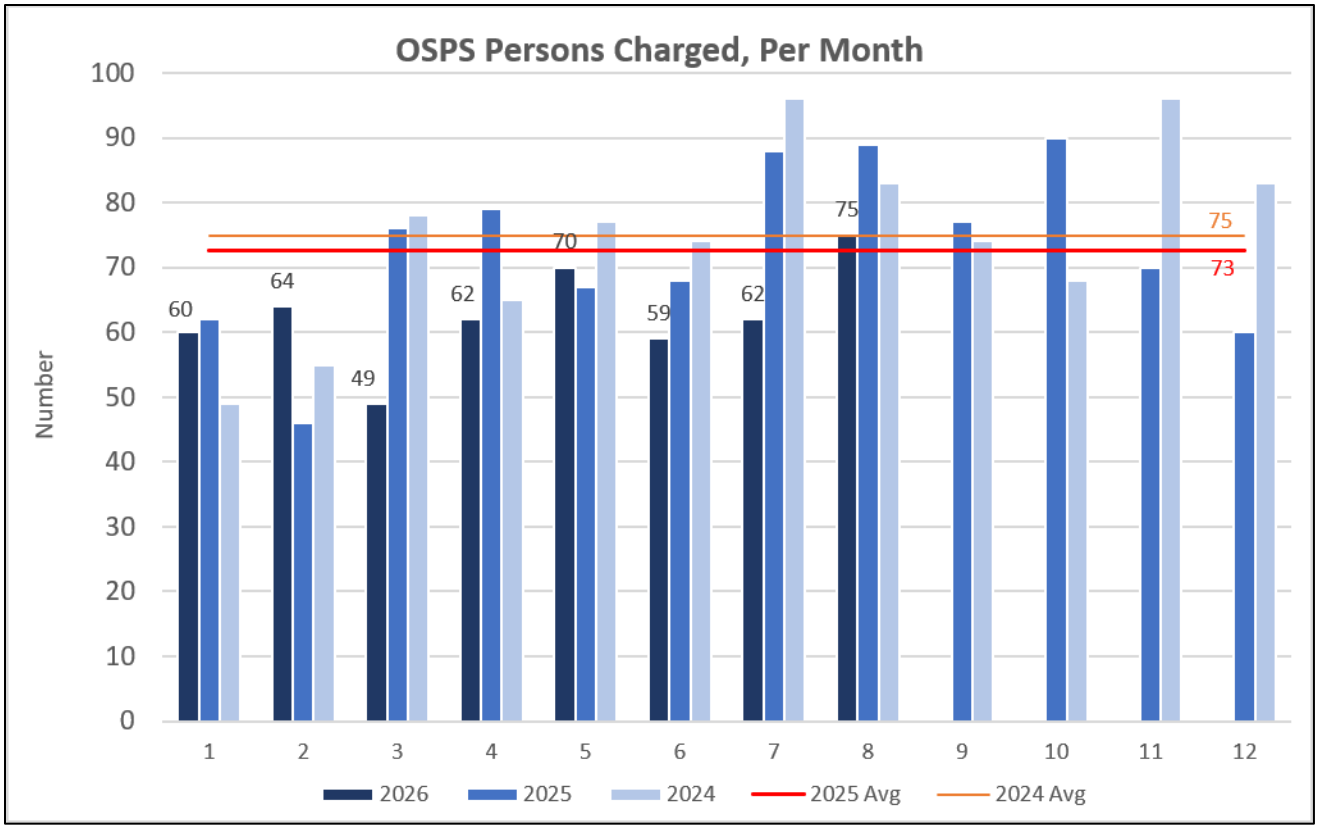
	This Month	Previous Month		Same Month Previous Year	2026 Year-to-Date	2025 Year-to-Date	YTD
	AUGUST 2026	July 2026	% Change	August 2025	Jan.1-Aug31, 2026	Jan.1-Aug31, 2025	% Change
Records Services:							
Bulk Record Check Searches	10,264	7,698	33.3%	8,006	63,730	55,855	14.1%
Executed Warrants	49	56	-12.5%	56	409	417	-1.9%
Persons Charged	75	62	21.0%	89	501	575	-12.9%

In August compared to July 2026:

- There was a 33.3 % increase in bulk record check searches.
- There was a 12.5 % reduction in executed warrants.
- There was a 21 % increase in persons charged.

Year-to-date changes August 2026 compared to August 2025:

- There was a 14.1 % increase in bulk record check searches.
- There was a 1.9 % reduction in executed warrants.
- There was a 12.9 % reduction in persons charged.



Courts – June-July-August 2026

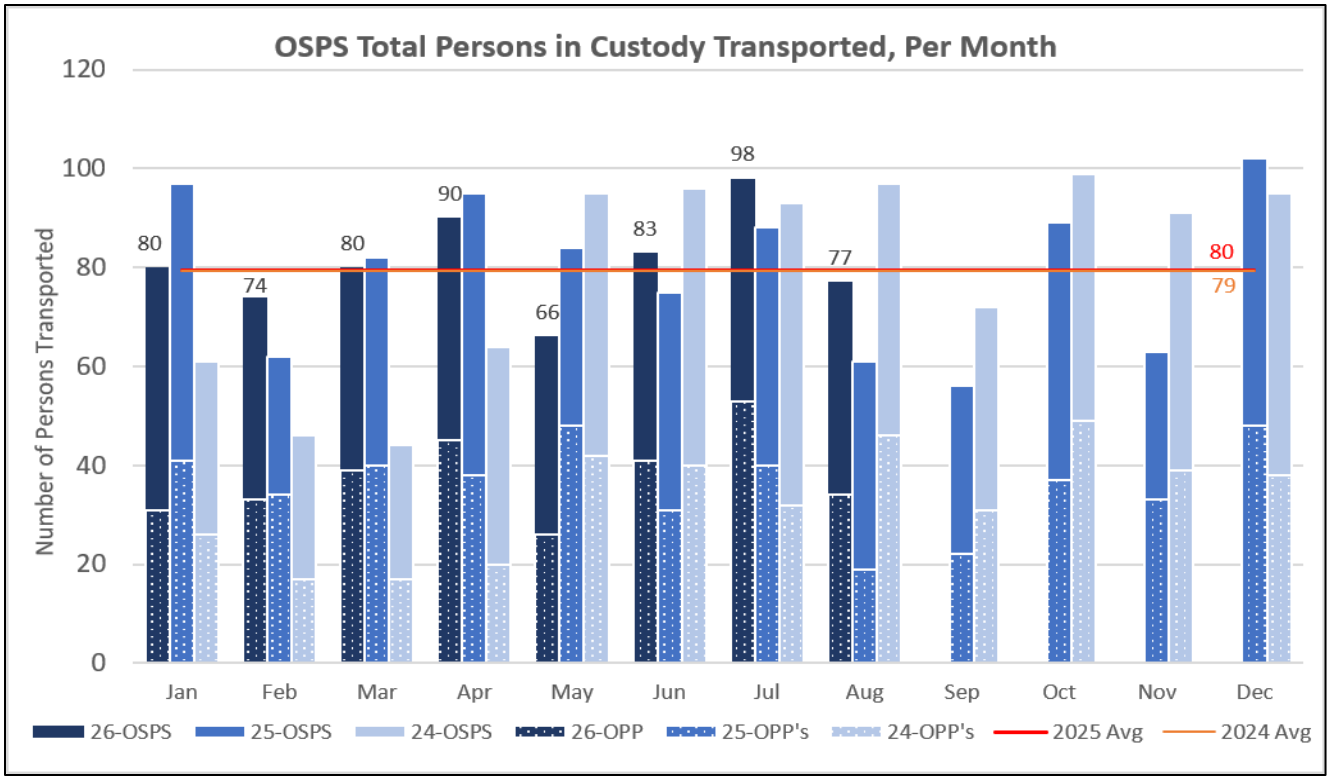
	This Month AUGUST 2026	Previous Month July 2026	% Change	Same Month Previous Year August 2025	2026 Year-to-Date Jan.1-Aug31, 2026	2025 Year-to-Date Jan.1-Aug31, 2025	YTD % Change
Court Services:							
Total Custodies Transported	**77**	**98**	-21.4%	**61**	**648**	**644**	**0.6%**
OPP	34	53	-35.8%	19	302	291	3.8%
OSPS	43	45	-4.4%	42	346	353	-2.0%
Video/Appearances	32	29	10.3%	34	272	258	5.4%
Court Security Hours	**1,690**	**1,779**	-5.0%	**1,408**	**12,933**	**11,469**	12.8%
Special Constable	1486	1,528	-2.8%	1,235	11,132	11,296	-1.5%
Police Officer	204.25	250.5	-18.5%	173	1801.3	173	941.2%

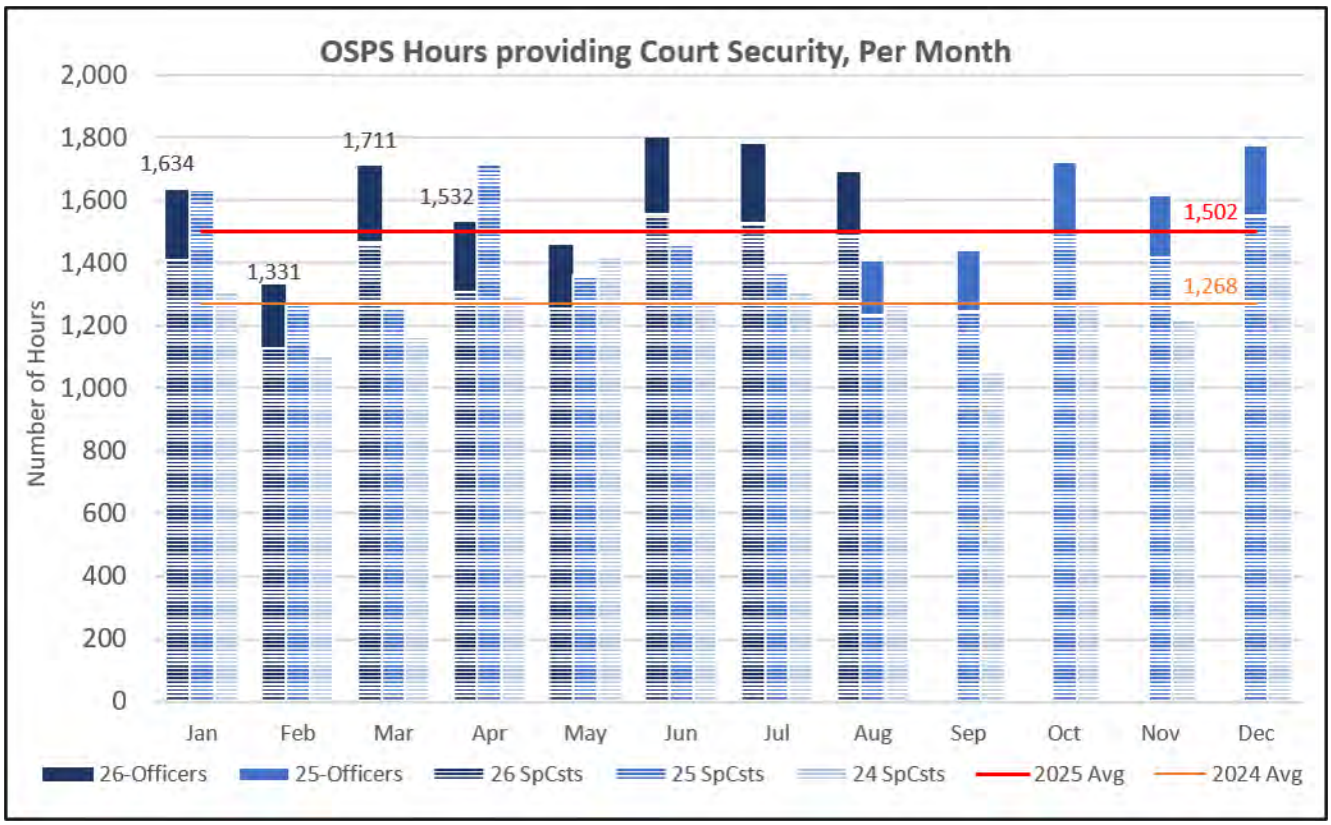
In August compared to July 2026:

- There was a 21.4 % reduction in custody transports.
- There was a 10.3 % increase in video appearances.
- There was a 5.0 % reduction in Special Constable/Officer hours worked.

Year-to-date changes August 2026 compared to August 2025:

- There was a 0.6 % increase in custody transports.
- There was a 5.4 % increase in video appearances.
- There was a 12.8 % increase in Special Constable/Officer hours worked.


OSPS Total Persons in Custody Transported, Per Month
Number of Persons Transported
120
100
80
60
40
20
0
80
74
80
90
66
83
98
77
80
79
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec
26-OSPS
25-OSPS
24-OSPS
26-OPP
25-OPP's
24-OPP's
2025 Avg
2024 Avg


OSPS Hours providing Court Security, Per Month
Number of Hours
2,000
1,800
1,600
1,400
1,200
1,000
800
600
400
200
0
1,634
1,331
1,711
1,532
1,502
1,268
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec
26-Officers
25-Officers
26 SpCsts
25 SpCsts
24 SpCsts
2025 Avg
2024 Avg

Owen Sound Police Service provides an armed officer at both the Ontario/Superior Court of Justice Courthouse and the Provincial Offences Court while courts are in session.

Beginning in August, a full-time police constable was assigned to the Ontario/Superior Court of Justice Courthouse, while part-time officers continued providing security at Provincial Offences Court two days per week. This provided approximately **204.25 hours** of armed court-security coverage, in addition to the **1,486 hours** worked by Special Constables that month.

In June, the police service hired four part-time Special Constables. They completed four weeks of classroom training in June and July, began courthouse training in August, and are expected to work independently by the end of September.

Bylaw – June-July-August **2026**

Nothing to report for the month.

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.

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) – June-July-August 2026**

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

DATE: September 23, 2026

STRATEGIC PRIORITIES:

The OSECC and the supporting IT infrastructure contributes to the positive outcomes within the following Strategic Priorities, set by the Board in the 2023-2026 OSPS Operations Plan:

- ☑ Community Safety
- ☐ Community Wellbeing
- ☐ Our Members
- ☑ Sustainability

RECOMMENDATION(S):

For Information

REPORT:

9-1-1 Calls – June-July-August 2026:

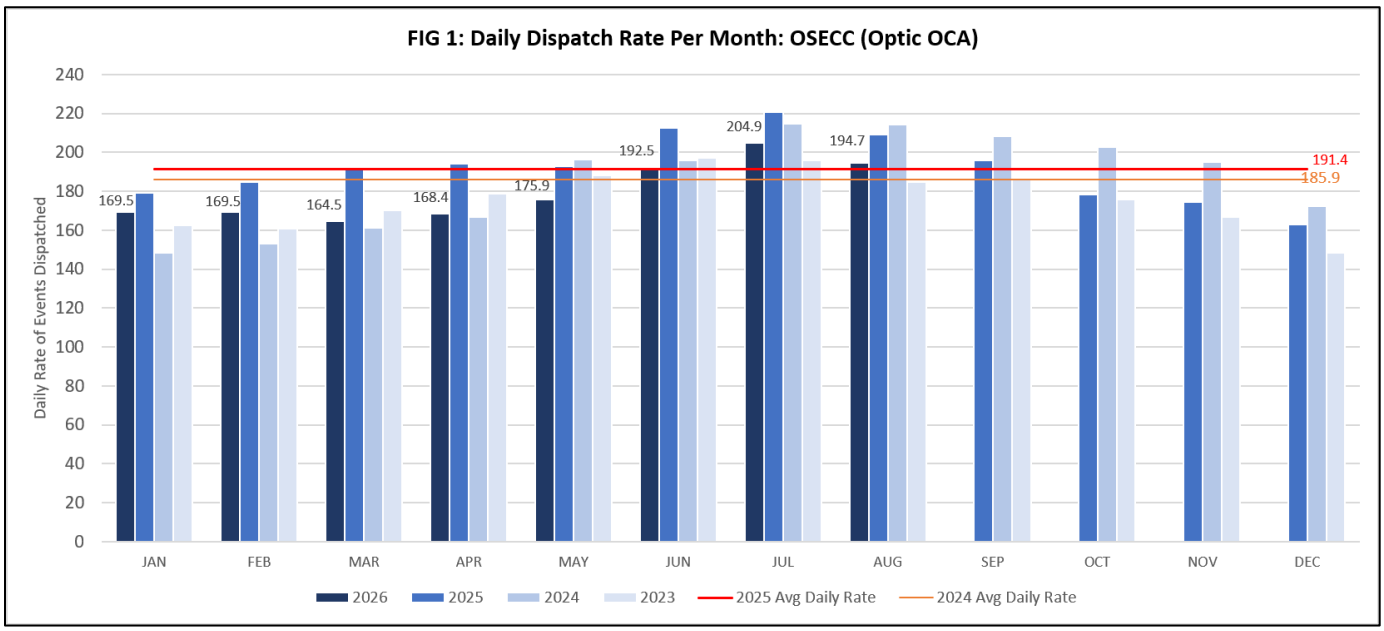
With the transition to NG911 in November 2025, the previous source of monthly 911 data—Bell Flex reports—is no longer populated or applicable. The OSECC team is currently working with NG911 vendors to develop enhanced reporting using the expanded data available. Analysis of key performance metrics from these new reports is underway.

Computer Aided Dispatch (CAD) Events – June-July-August 2026:

Source: OPTIC's OnCallAnalytics	This Month AUGUST 2026	Previous Month July 2026	% Change	Same Month Previous Year August 2025	2026 Year-to-Date Jan.1-Aug31, 2026	2025 Year-to-Date Jan.1-Aug31, 2025	YTD % Change
All CAD Events in OSECC (Number)	**6,037**	**6,352**	-5.0%	**6,490**	**43,772**	**48,188**	-9.2%
All Police (inc. OSPS)*	5,736	5,973	-4.0%	5,823	40,339	42,804	-5.8%
All Fire	295	366	-19.4%	661	2,540	4,334	-41.4%
Grey County Transport	6	13	-53.8%	6	893	1,050	-15.0%
OSPS	1,847	1,998	-7.6%	1,799	13,371	12,796	4.5%
All CAD Events in OSECC (Avg Daily Rate)	194.7	204.9	-5.0%	**209.4**	**180.1**	**198.3**	-9.2%
All Police (inc. OSPS)*	185.0	192.7	-5.0%	187.8	166.0	176.1	-5.7%
All Fire	9.5	11.8	-19.5%	21.3	10.5	17.8	-41.0%
Grey County Transport	0.2	0.4	-50.0%	0.2	3.7	4.3	-14.0%
OSPS	59.6	64.5	-7.6%	58.0	55.0	52.7	4.4%

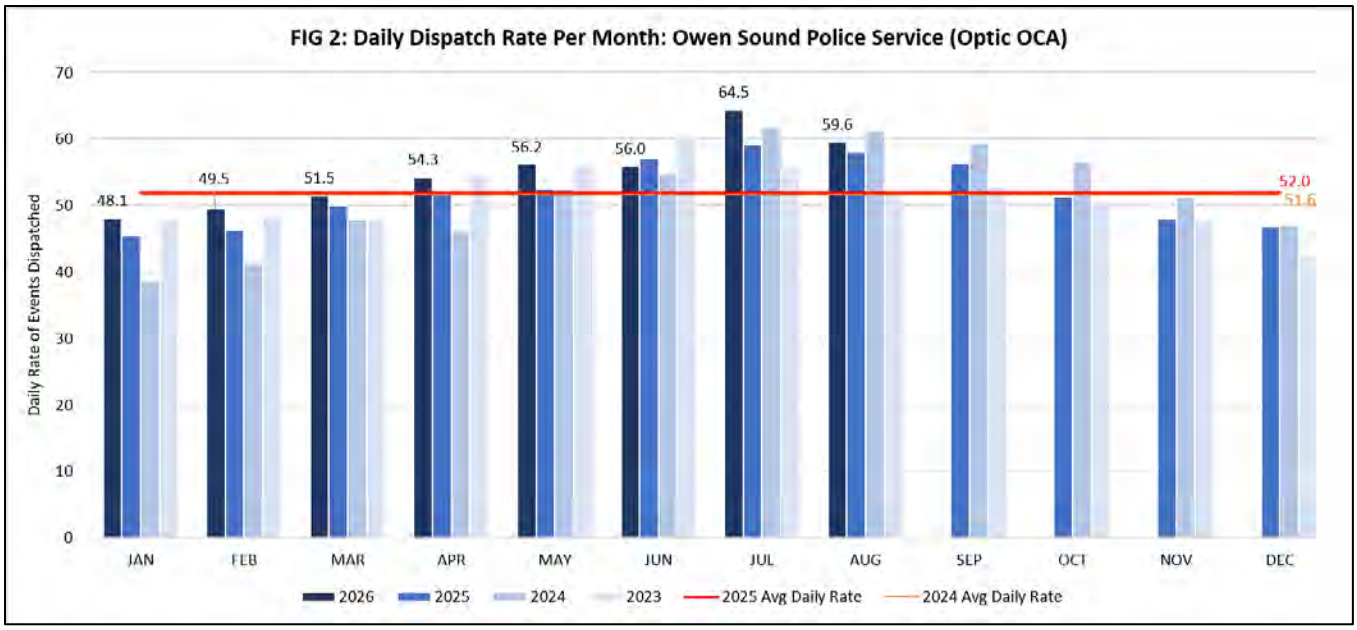
Calls dispatched by the OSECC through CAD originate from multiple sources, including non-emergency phone lines, walk-ins, officer generated events, and 911 calls.

- July 2026 was the busiest month so far in 2026, with 6352 calls dispatched, averaging 204.9 calls per day (**Fig.1**). June and August also recorded an average of more than 190 calls/day.
- Year-to-date (from January to August), the OSECC's overall dispatch volume is down 9%.



Calls dispatched specifically for the Owen Sound Police Service (**Fig.2**) rose significantly in July and August 2026.

- The 1998 calls dispatched for OSPS in July was an average of 64.5 calls/day, representing a record high over the last four years.
- In August, there were 1847 calls dispatched for OSPS, with an average of 59.6 calls/day.
- Year-to-date, OSPS dispatch call volume has risen 4% and is the only dispatched agency in the OSECC showing an increase in year-to-date volumes so far.



Information Technology (IT) Infrastructure – June-July-August 2026:

In June, IT upgraded the Goderich Fire Department to a digital radio system for dispatch integration with enhanced radio ID/communications. During this month the IT team was heavily involved in completion of the hosted environment certifications for NG911. The team lost one member which resulted in a substantial shift of work assignments and deadlines.

In July, another First Nations fire department requested OSECC assistance. This is currently under investigation at time of writing (September). Interviews and testing for vacant IT position were completed. NG911 hosted environment continued to progress, in addition to standard IT incidents.

Research into a new Computer Aided Dispatch (CAD) solutions with integration to Records Management Systems (RMS) is ongoing.

In August, most of the hosted NG911 final Bell certifications were completed (failover testing of worst-case scenarios with the ability to maintain phone calls and call backs while simulating equipment failure, copper/fibre theft, etc). At time of writing, all agencies have reached 100% certification with the remaining work being assisting agencies scheduling their cutover and any integrations such as administrative phone dialing, call recording, etc. The NG911 project requires substantial maintenance compared to a traditional 911 phone system. Approximately 50 servers are in use at OSPS/OSECC for OSPS and hosted NG911 partners across Ontario. This new system grows our 911 coverage in the province to approximately 450,000 citizens. These systems require regular monitoring, alerting, after hours on-call, updating and co-ordination for maintenance with the comm centre and its partners.

Assistance to the new OSL time and attendance scheduling system was completed including procurement and programming of time clocks to assist HR/payroll. A new IT member will start in September.

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.

ATTACHMENT(S):

Nil

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 – JUNE, JULY, AUGUST 2026**

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

DATE: September 23, 2026

STRATEGIC PRIORITIES:

The Human Resources Unit contributes to the positive outcomes within the following Strategic Priorities, set by the Board in the 2023-2026 OSPS Operations Plan:

- ☐ Community Safety
- ☐ Community Wellbeing
- ☑ Our Members
- ☐ Sustainability

RECOMMENDATION(S):

For Information

REPORT:

OSL Update

Significant progress has been made on the OSL project over the past three months. Throughout the summer, parallel testing was conducted using the new OSL system within the Pearl test environment. A variety of test scenarios were developed to validate pay code mapping, ensure accurate time capture and calculations, and confirm that reporting outputs met operational requirements.

While coordinating testing with the City presented some scheduling challenges, we were able to successfully verify that the export file format was compatible with Pearl and that data could be uploaded correctly into Great Plains.

Clock configuration also proved to be a unique challenge, as we are the first Service to implement clocks within OSL. Our IT team did an outstanding job troubleshooting issues and developing solutions to ensure the clocks functioned reliably and seamlessly.

The system officially went live on September 8th, although this represents a major milestone, several important initiatives remain underway. A custom report is being developed for the City to assist with pay-period data validation. In addition, a customized verification screen is being created for Krista and Jeff to streamline the process of reviewing and approving hours worked.

A key objective of the implementation is to shift responsibility for time approval and accuracy back to individual members and supervisors wherever possible. This change will improve accountability while reducing the administrative burden currently placed on Krista. Looking ahead, we anticipate rolling out policy functionality next, followed by training modules and Quartermaster management features.

Overall, we are leveraging OSL at a more complex level than many other Services currently do. As a result, other Services have expressed interest in the new functionality being developed through our implementation. We are well positioned to play a leading role in demonstrating advanced use cases and helping shape future enhancements and best practices for the OSL platform.

Employee Development:
The Service has applied for grant funding through the **Mental Health Supports for Public Safety Personnel (MHS4PSP)** program to strengthen the mental health and well-being of its members. Through this funding, the Service will access specialized training and support services from **Warrior Health**, a trusted provider of mental health resources designed specifically for Ontario's trauma-exposed public safety personnel and their families.

Once funding is confirmed, the Service will partner with **Homewood Health** to deliver training focused on the *National Standard for Psychological Health and Safety in the Workplace* and the promotion of a respectful, inclusive workplace culture. To ensure the greatest impact, training will be delivered in a phased approach, beginning with the Senior Leadership Team before expanding to frontline personnel. This strategy will equip leaders with the knowledge and tools needed to model desired behaviours, champion positive workplace practices, and support staff as new concepts are integrated into daily operations.

Creating meaningful and lasting organizational change requires visible leadership and strong executive commitment. Executive sponsorship is essential for both communicating the importance of the initiative and fostering organization-wide engagement. It also helps establish accountability and reinforces the consistent application of new expectations and practices across all levels of the Service.

Between the completion of leadership training and the rollout to frontline personnel, senior leaders will be expected to actively demonstrate the principles and behaviours introduced through the program. By leading through action, they will help build trust, strengthen psychological safety, and create the foundation for a healthier, more respectful workplace culture.

The Executive Sponsor will play a pivotal role in guiding the initiative by monitoring progress, reinforcing expectations, and evaluating the extent to which meaningful change is occurring throughout the organization. The ultimate goal is to ensure that senior leaders are confident, engaged, and prepared to support the successful delivery of training to frontline personnel during the fall block training sessions, setting the stage for sustainable and organization-wide cultural change.

Recruitment:

- 7 candidates completed first-round interviews for the Recruit Constable position.
- 1 candidate completed a second-round interview for Recruit Constable.
- 3 candidates were interviewed second round for experienced Constable.
- 6 candidates were interviewed for full time and part time IT Technician.
- 4 candidates interviewed for full time Records and Information Management Specialist.
- 11 candidates interviewed for part time Dispatcher.
- 2 candidates were interviewed for Experienced Constable

The Service offered its first practice Shuttle Run opportunity to the public this summer. This is another way for us to reach out the public and engage them in considering policing as a career. Curtis Gloade has

been certified to facilitate sessions and we have coordinated with the City to use one of their parking lots. Efforts are being made to find an indoor space that will allow us to offer it year round.

Information sessions are again scheduled for the fall.

Staffing:
The following staffing changes occurred during this reporting period:

New Hires:

- Kayla Emond, PT Special Constable
- Brayden Tremblay, PT Special Constable
- Karleigh Van Veen, PT Special Constable
- Aidan Vigliotti, PT Special Constable
- Shannon Cox, PT Data Clerk
- Samual Standoloft, FT Recruit Constable
- Emma Downie, PT Dispatcher
- Caitlin Down, PT Dispatcher
- Julie Schaafsma, PT Dispatcher
- Alexander Rostirolla, PT Dispatcher
- Lauryn Rettinger, PT Dispatcher
- Meredith Stobbe, PT Dispatcher
- Jenna Kain, FT Cadet
- Pauline Jaworski, FT Records and Information Management Specialist
- Braden Cromwell, PT IT Specialist
- Dawit Tesfazion, YIPI
- Dylan Taylor, YIPI
- Nova Koop, YIPI
- Fisher Linthorne, YIPI
- Xavia Cunningham, YIPI

Transfers/Promotions:

- Jason Harrington, FT IT
- Miranda Postill, FT Dispatch

Resignations/Retirements:

- Michaela Summers, PT Dispatch
- Pete Schultz, FT Constable
- Lauren Bedard, PT Dispatch
- Tony Doherty, FT Inspector
- Harjasleen Kaur, PT Dispatch
- Courtney Brennan, PT Data Clerk
- Shannon Cox, PT Data Clerk
- Dawit Tesfazion, YIPI
- Dylan Taylor, YIPI
- Nova Koop, YIPI

- Fisher Linthorne, YIPI
- Xavia Cunningham, YIPI

Financial/Risk Implications:

Personnel salaries and benefits represent more than 90% of the Service's operating budget. As people are the foundation of the organization, effective human resource management is essential. Ongoing attention to training, health and safety, staff wellness, and adequate staffing levels mitigates organizational risk and supports operational readiness.

ATTACHMENT(S):

None

SUBMITTED BY:

Wendy Pratt, Human Resources Manager

REPORT TO THE OWEN SOUND POLICE SERVICE BOARD

SUBJECT: LOST HOURS – JUNE, JULY, AUGUST 2026

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

DATE: September 23, 2026

STRATEGIC PRIORITIES:

The management of lost hours due to sick time and WSIB claims contributes to the positive outcomes within the following Strategic Priorities, set by the Board in the 2023-2026 OSPS Operations Plan:

- ☐ Community Safety
- ☐ Community Wellbeing
- ☑ Our Members
- ☐ Sustainability

RECOMMENDATION(S):

For Information

REPORT:

The following report highlights key metrics from OSPS full time members for June, July and August 2026, including lost hours due to leave from sick time, short term disability (STD), and Workplace Safety and Insurance Board (WSIB).

Lost Hours:

	SICK/STD			WSIB		
Month/Year	**Number of Fulltime Members**	**Total Number of Shifts (complete and partial)**	**Total Number of Hours**	**Number of Fulltime Members**	**Total Number of Shifts (complete and partial)**	**Total Number of Hours**
June 2026	8	40	357.5	1	20	160
July 2026	6	19	157.75(-44%)	1	23	179
August 2026	10	18	170	2	31	284
YTD 2026	37	239	2573.5(+19%)	4	218	1,469.5
YTD 2025	35	194	2089.75	2	346	2,758

- There was one significant full time sick leave in 2026 that has now been resolved.
- There is one part time sick leave that will have a significant impact on the Senior Team due to the nature of the work performed, and it is not captured in the statistics above.

WSIB Update:

There is an ongoing WSIB case involving a full-time member pending final resolution however the member is not receiving top-up amount or benefits. A new WSIB claim was filed in August which should be a short-term claim.

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.

ATTACHMENT(S):

None

SUBMITTED BY:

Wendy Pratt, Human Resources Manager

REPORT TO THE OWEN SOUND POLICE SERVICE BOARD

SUBJECT: **Building and Health and Safety Monthly Update Report**

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

DATE: September 23, 2026

STRATEGIC PRIORITIES:

The [contents of this report] contributes to the positive outcomes within the following Strategic Priorities, set by the Board in the 2023-2026 OSPS Operations Plan:

- ☐ Community Safety
- ☐ Community Wellbeing
- ☑ Our Members
- ☑ Sustainability

RECOMMENDATION(S):

For Information

REPORT:

Below is a list of facility related matters and updates scheduled for 2026:

Brickwork

Facilities are aware of the deteriorating brick on the exterior building walls that will require the installation of a waterproof membrane and metal cladding to prevent moisture and further deterioration. This remains outstanding and is not scheduled for 2026. This will remain on the updates in order to maintain awareness.

Cleaning Services

The current provider continues to do an excellent job and the contract remains outstanding. There appears to be tendering process starting on this contract.

Routine Maintenance and Repairs

Having a facilities team member on-site to support ongoing maintenance and repairs has resulted in a big improvement.

Elevator

The elevator can now be locked out manually by records staff in the evening to prevent after hours access to the upstairs. The key is kept in a drawer in the records department **(Resolved).**

Front Lobby Washroom

The door lock is to be changed to keyed access to ensure that staff are aware when a member of the public is inside, with a spare key at the front desk for emergency access. **This matter was brought forward in March and City Facilities staff indicate this is awaiting scheduling by a locksmith. Still waiting for completion.**

AODA Compliance

Long term will need to be included in a facility assessment and needs review. There is no planned Capital expenditure to meet these needs.

HVAC

Work has been completed to replace all damaged ceiling tiles. **HVAC balancing and recalibration occurred over several days in May with an outside contractor, however the building continues to have significant HVAC issues.**

Main Floor Staff Washroom Renovation

The renovations of the main floor staff washrooms were completed over the summer.

Electrical Upgrade

A site visit was conducted in August as part of a tendering process for a major electrical upgrade to the building.

Snow Removal

A tendering process for parking lot and front sidewalk area snow removal has started. It appears Davidson Construction will not be seeking to retain the contract. A site visit attended by one company took place on September 16th.

Parking Lot

In August, a painting crew freshened up the parking lines and added a clearly marked no parking area to ensure truck access to the garbage bins.

SUBMITTED BY:

Inspector Craig Matheson

REPORT TO THE OWEN SOUND POLICE SERVICES BOARD

SUBJECT: **Chiefs Activity Report – June 2026**

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

DATE: September 16, 2026

- Days Off/Annual Leave – 2 days
- OACP Conference – Niagara Falls – 3 days
- Grey Bruce Police Leaders Meeting – 1 hour
- Meet with Board Chair - 2 hours
- CDAS Steering Committee Meeting – 1.5 hours
- OACP Zone 5 Meeting – 1 day
- Special Olympics Law Enforcement Torch Run – 1 day
- VPGB Operations Meeting – 2 hours
- Dispatch Meetings – 6 hours
- Court Case Management Committee - .5 hour
- City Council Meeting – 1.5 hours
- Victim Services AGM – 2.5 hours
- Grant Discussion – 1 hour
- Emergency Exercise Meeting – 3.5 hours
- OAPSB Meeting – 4 hours
- Facilities Meeting – 1.5 hours
- OACP CSCP Meeting – Mississauga – 1 day

SUBMITTED BY:

Craig Ambrose, Chief of Police

REPORT TO THE OWEN SOUND POLICE SERVICES BOARD

SUBJECT: **Chiefs Activity Report – July 2026**

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

DATE: September 16, 2026

- Days Off/Annual Leave – 13 days
- Grey Bruce Police Leaders Meeting – 1 hour
- Crime Stoppers Meeting - .5 hour
- Operational Plan Progress Meeting – 1.5 hours
- IOP Virtual Townhall Meeting – 2 hours
- Dispatch Meetings – 2 hours
- Hiring HR Interviews – 3 hours
- Meeting with MPP Vickers – 1 hour
- City Meetings – 3.5 hours
- Meeting with OSPA Bargaining Committee – 3 hours
- MARAM High Risk Domestic Table Meeting – 1.5 hours

SUBMITTED BY:

Craig Ambrose, Chief of Police

REPORT TO THE OWEN SOUND POLICE SERVICES BOARD

SUBJECT: **Chiefs Activity Report – August 2026**

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

DATE: September 16, 2026

- Days Off/Annual Leave – 3 days
- Grey Bruce Police Leaders Meeting – 1 hour
- Community Advisory Committee for Urgent & Emergent Public Health Issues - 1 hour
- Brightshores Meeting – 1 hour
- IOP Policy Review – 1.5 hours
- Dispatch Meetings – .5 hour
- CDAS Steering Committee Meeting – 1.5 hours
- City Meetings – 1.5 hours
- Police Board Meeting – 2 hours
- VPGB Operations Meeting – 2 hours
- Mental Health Training Discussion – 1hr
- CACP Annual Summit – Edmonton – 6 days
- Grant Discussions – 2.5 hour
- M'Wikwedong End of Summer Event – 3 hours

SUBMITTED BY:

Craig Ambrose, Chief of Police

REPORT TO THE OWEN SOUND POLICE SERVICE BOARD

SUBJECT: **2023-2026 Operations Plan – Progress Update #7 – August 2026**

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

DATE: September 23, 2026

STRATEGIC PRIORITIES:

Monitoring progress on the goals and actions of the OSPS 2023-2026 Operations Plan will help maintain focus on the following Strategic Priorities set by the Board and raise awareness of any issues or challenges that may arise and prevent success:

- ☑ Community Safety
- ☑ Community Wellbeing
- ☑ Our Members
- ☑ Sustainability

RECOMMENDATION(S):

For Information

REPORT:

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

As part of our commitment to achieving these goals, each action has a designated Position and Person Accountable who has been selected to lead, coordinate, and take ownership of moving the action forward. Each Person Accountable is responsible for identifying and updating timelines and measurements of success in the working copy of the Operations Plan, as well as providing brief progress updates every six months. These progress reports are important to ensure goals and actions stay on track, and to discuss/assist with any challenges or roadblocks.

Attached is the seventh, six-month progress update for the goals and actions of the OSPS 2023-2026 Operations Plan, representing the mid-point of the final year of this four-year plan. At this point in time, one (1) action has not yet started; ten (10) actions are in progress; and thirty-nine (39) or 78% of actions are considered completed.

At the end of year three, many actions were designated "**Completed**" as they are ongoing, continuous initiatives that are built into regular OSPS business practice. For this mid-point in year four, recent examples are included to highlight how the action is now part of day-to-day business.

Tremendous efforts continue across the Service. In some cases, steps continue towards the end goal; and in other cases, efforts over the past three years have solidified the actions into long term, standard business practice.

A few "**Completed**" actions are highlighted below:

- Improving external messaging regarding current crime trends and crime prevention tips, as part of addressing safety concerns identified by the community (**CS1a**) continues as part of ongoing business practice. OSPS has established a consistent and sustainable approach to external public safety messaging through coordinated use of media releases, social media platforms, OSPS website content, community presentations, and direct engagement with community partners. Crime prevention and safety messaging has been aligned with seasonal trends and emerging risks, including traffic safety, fraud and scam prevention, theft prevention, and community safety alerts.
- Improving police visibility in the River District and at other priority areas by scheduling alternative OSPS members to increase patrol at peak periods (**CS2b**) continues with regularly scheduled part-time officers on foot patrol. A new Constable position was developed and is now filled to cover armed court security requirement, putting part-time officers back into the community to improve police visibility.
- Leveraging available social services/resources by providing ongoing education to OSPS members continues as ongoing business practice (**CW2b**). For example, the newest OSPS recruits are going through enhanced post-OPC training, which includes connecting in person with our key agencies and social services to learn what they do and what the police role may include.
- Advocating with social service providers to address identified service gaps in the community continues (**CW2c**). For example, the Police Service Board and City have collaborated to bring social service providers and stakeholders together to identify solutions to community safety issues in the downtown. New adult pre-charge diversion program implemented, involved M'Wikwedong and YMCA. Carleton Academic research team's recommendations reviewed with STAR and community agencies to implement feasible recommendations. And MARAM (High Risk Intimate Partner Violence Assessment Table) is in development.
- To improve members' mental and physical wellbeing, awareness has been raised with OSPS members on the available physical and mental health programs and resources available (**OM1a**). Drawing upon a survey of members OSPS has realigned the in-house counselling program to more closely meet needs. Members have access to many online mental health resources including videos, articles and self assessments that focus on sleep, addiction and substance use, anxiety and depression, qualify of life, family and relationships, health and nutrition etc.
- Promoting professional development and training opportunities for all members continues, wit the implementation of annual block training for both sworn and civilian members (**OM2b**). This fall both sworn and civilian members will be scheduled together into block training sessions consisting of various job-related material and respect in the workplace.
- Developing a long-term facility plan that anticipates future growth and upgrades continues as part of planning for long-term succession (**S1c**). Following the City Facilities Assessment in June 2023, a Project Charter is now moving forward with Board and City for Police Facilities Needs and Building Assessment and ongoing maintenance. New painting of main floor hallways was completed; main floor washroom renovations; and VAC rebalancing.

- Fostering a sustainable emergency communication centre continues with a completed communications centre recruitment and retention strategy (**S2b**). New advertising is reaching more qualified candidates, and a restructured recruitment process is yielding candidates who will most likely succeed in the role. The training process has been realigned to make the material easier learn, practice and retain. The team has identified the core behaviours which create a supportive team environment which is critical to retention.

Examples of some actions "**In Progress**" are highlighted below:

- Monitoring and publishing emergency response times to priority calls (**CS1d**) is in progress. With the implementation of new NG911 technology, a new telephony system, matching times with CAD as well as gathering data from our new Hyper AI system, evaluating and tracking how emergency and non-emergency calls are being processed and handled continues.
- Improving internal communication by maintaining and providing access to common information resources (**OM3a**), and by identifying best practices for different types of internal communications (**OM3b**) is planned to be completed in year four of this Plan. Microsoft365 began rolling out in 2025, and the complexity and transition has taken longer than expected. The development of a new, internal SharePoint site is in progress and will provide a modern functional platform for improved information management, searchability, and communication.
- Undertaking a comprehensive service delivery model review by reviewing call type response methods to police calls for service (**S3a**) and by reviewing alternative response methods to non-police calls for service (**S3b**) is planned to be initiated this Fall. Some preliminary work has been done, but workload demands and staffing availability have not provided the opportunity for focused efforts on this substantial review.

Depending on the findings of the service delivery model review planned to commence later in 2026, community education on changes or new police delivery models is the only action in the Plan that has not "Not Started" (**S3d**) but will be initiated if needed.

OSPS recognizes some challenges associated with moving the Plan's goals and actions forward due to workload demands and budgetary limitations. However, progress continues with existing resources and work will continue throughout 2026 with the ongoing cooperation and support from the Board.

FINANCIAL/RISK IMPLICATION(S):

Financial and human resources may be required to significantly move some actions forward over the four-year cycle of this Operations Plan.

ATTACHMENT(S):

- OSPS 2023-2026 Operations Plan – Progress Report #7 – Year Four - August 2026

SUBMITTED BY:

Margaret Gloade, Strategic Analyst

Goals	Actions	Accountable		Progress Report #7 – August 2026
		OSPS Position	OSPS Member	Brief update on work done to-date to move actions forward. • Include status: **Not Started**; **In Progress**; or **Completed** • Include key steps/tasks undertaken over last 6 months to move action forward and any challenges/issues • Include measurements/performance indicators, where possible

Community Safety (CS)

CS 1 - To address safety concerns identified by the community	a. by improving external OSPS messaging regarding current crime trends and crime prevention tips	CIB Sergeant	J.Gurney	• **Completed** – Built into ongoing practice. OSPS has established a consistent and sustainable approach to external public safety messaging through coordinated use of media releases, social media platforms, OSPS website content, community presentations, and direct engagement with community partners. • Crime prevention and safety messaging has been aligned with seasonal trends and emerging risks, including traffic safety, fraud and scam prevention, theft prevention, and community safety alerts. • Community forums and presentations delivered through the CSWB Crime Prevention Action Table have reinforced public-facing messaging and increased opportunities for direct engagement and education.
	b. by gathering feedback and safety concerns from the community	Strategic Analyst	M.Gloade	• **In Progress** – Reporting a Road Safety or Community Concern on the external website remains under construction; awaiting full rollout of Microsoft365. Need to revisit potential methods of soliciting community safety and traffic concerns in next strategic business plan and how best to message and action internally.
	c. by deploying flexible proactive community-oriented response based on feedback from the community and OSPS priorities	CIB Sergeant	J.Gurney	• **Completed** – Built into ongoing practice. CORE continues to provide a flexible, proactive, and community-oriented response based on community feedback, River District information, operational intelligence, and OSPS priorities. During the reporting period, targeted patrols, extra checks, proactive enforcement, community engagement and participation in community events based on identified community concerns and OSPS priorities continued. • The CORE Unit maintained ongoing engagement with community partners, businesses, housing providers, youth-serving organizations, Indigenous organizations, and other service providers. Community concerns and information obtained through meetings, outreach, surveys, and direct engagement continued to inform patrol planning and operational priorities. • CORE also continued to support community safety through participation in community events and initiatives, including the Special Olympics Torch Run, One World Festival, Family Fun Day and drone show, and the Safe and Sound community barbecue. These activities provided opportunities to improve police visibility, strengthen relationships, and obtain direct feedback from community members. • Despite ongoing operational demands and competing investigative priorities, CORE continued to maintain a proactive and visible presence through strategic scheduling and prioritization.
	d. by monitoring and publishing emergency response times to priority calls	Director of Corporate Services	S.Bell-Matheson	• **In progress** – Is being completed with our new telephony system and matching times with CAD as well as gathering data from our new Hyper AI system to evaluate how our non-emergency calls are being processed and handled.
CS 2 - To improve police visibility in the River District and at other priority areas	a. by increasing visibility, foot, and bicycle patrol in the River District and other priority areas	CIB Sergeant	J.Gurney	• **Completed** – Built into ongoing practice. CORE has continued to maintain regular police visibility in the River District and other identified priority areas through foot and bicycle patrols, targeted patrols, business and community engagement, and participation in community events in the River District and other identified priority areas. • Patrol planning continues to be informed by community feedback, crime trends, operational intelligence, River District concerns, and OSPS priorities. CORE members continue to engage directly with businesses, residents, community organizations, and other stakeholders to assess concerns and the perceived effectiveness of police visibility. • The CORE Unit also continued to support visibility and relationship-building through attendance at community events and proactive engagement activities throughout the reporting period.
	b. by scheduling alternative OSPS members to increase visibility at peak periods	P2 Sergeant	M.Holovaci	• **Completed** - Regular scheduling of part-time officers on foot patrol in River District around 9:00 AM when available is ongoing. Police visibility in the community will be enhanced when court security requirements are covered by new Constable position and part-time officers are relieved of court security duties. • Implementation of bicycle patrols in River District is forthcoming. Request for more bicycle training a future goal.
	c. by attending and/or hosting community events	CSO	J.Cranny	• **Completed** – Built into ongoing practice. When opportunities present themselves the Community Safety Officer (CSO) is fully engaged with River District events and activities such as the Halloween walk, Santa Claus Parade & Festival of Northern Lights. Ongoing planning for upcoming event such as Wheel & Ride event 2026 which will be held in the River District. • Ongoing meetings with community partners, for example at Library with PFLAG members, promoting CAMSafe. Meetings have taken place with Bluewater School Board, the Farmers Market, River District businesses and Y Settlement Services. • Ongoing community engagement in the River District with foot patrol in the Farmers Market/library area, partnering with local events likes Outdoor Movie Nights, Wheel & Ride and Hottest Street Sale to name a few. Regular rides on police bikes in the River District, with Officers and YIPI (June/July) with opportunity to interact with citizens.

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CS 3 - To address controlled substances, firearms, and violent crime	a. by targeting drug and weapon traffickers, and working with other law enforcement partners to investigate and prosecute offenders	Drug Investigator	G.Bridgeman	• **In progress** – OSPS continues to make significant progress toward CS3 through targeted enforcement, intelligence-led investigations, and collaboration with regional law enforcement partners to disrupt the trafficking and distribution of illicit drugs and weapons. • In 2026, OSPS drug-enforcement initiatives have resulted in at least 20 arrests, the seizure of at least 250 grams of fentanyl, 112 grams of cocaine and 52 grams of crystal methamphetamine, along with more than $8,200 in identified cash proceeds of crime. The Service has also seized weapons including brass knuckles and a replica firearm and laid multiple weapons-related charges. • An additional 1.25 kilograms of fentanyl has been seized through joint partner – agency enforcement.
	b. by focusing investigative efforts on repeat offenders of violent and property crime	CIB Sergeant	J.Gurney	• **In progress** – The Bail Compliance and Warrant Apprehension (BCWA) and CORE teams continue to incorporate repeat-offender targeting into routine enforcement and investigative activities. During the reporting period, proactive enforcement continued to focus on high-risk, prolific, and repeat offenders through warrant execution, bail compliance enforcement, offender tracking, and collaboration with partner agencies. • Ongoing collaboration with Probation and Parole and other justice-sector partners continued to support compliance checks, address verification, warrant execution, and enforcement of release conditions. RMS flagging and offender tracking processes remain established and are routinely utilized to support the identification and monitoring of repeat and high-risk offenders. • CORE also continued to support proactive enforcement activities, including targeted operations involving individuals associated with repeat offending, drug trafficking, weapons-related activity, and other public safety concerns. • While staffing and competing operational demands continue to present challenges, repeat-offender enforcement has become embedded within regular operational practice.
	c. by educating the community regarding Canadian governmental changes in controlled substances policies and authorities of police	Deputy Chief	D.Bishop	• **Completed** – Ongoing practices put in place. Advocacy and education with the community will continue. For example, this is a topic addressed at annual Citizens Police Academy, and at City Council, Board, and River District meetings, and ongoing discussion with social service partners.
CS 4 - To promote road safety	a. by addressing areas of road safety concerns based on feedback from the community	P3 Sergeant	N.Houston	• **Completed** – Built into ongoing practice. OSPS continues to work collaboratively with the community to address areas of concern based on their feedback. This is done by communicating these areas of concern to all uniform members for directed patrol and enforcement. • Once the roll out and training of M365 is complete, the forms on the OSPS external website could be readily utilized by the Sergeant overseeing Road Safety concerns and initiatives.
	b. by promoting road-user safety information, targeted traffic enforcement activities, and sharing results with the community	P3 Sergeant	N.Houston	• **Completed** – Built into ongoing practice. OSPS utilizes media releases and social media posts to promote road-user safety information, targeted traffic enforcement activities, and sharing the results with the community. An example of this was in July 2026, when OSPS received a complaint of aggressive driving in a construction zone. Targeted traffic enforcement was assigned to uniform patrol members which resulted in numerous Highway Traffic Act charges being laid and an educational media release having been sent out.
	c. by collaborating with the City of Owen Sound on road safety initiatives	Operational Inspector	C.Matheson	• **In progress** – Future colloraboration with the City and their new Traffic Analyst will be formalized to address road safety initiatives and concerns.

Community Wellbeing (CW)

CW 1 - To improve collaboration with social service providers	a. by defining and educating on roles, responsibilities, and authorities of police and social service providers involved with mental health, addictions, and homelessness	MHCRT	S.Beaney	• **Completed** – Continued integration of two CMHA Crisis Workers into routine police operations, attending live calls with patrol officers. This collaborative model continues to strengthen the understanding of police and social service roles, responsibilities, and areas of expertise, while providing a more timely and coordinated response to individuals experiencing mental health, addictions, or other crises. • OSPS continued its regular participation in the Multi-Agency Risk Assessment Model (MARAM) for high-risk domestic violence cases through Violence Prevention Grey Bruce. This ongoing collaboration supports information sharing, coordinated risk management, and improved access to social service resources and victim supports. • Continued to strengthen relationships between OSPS, CMHA, and other community service providers through regular operational contact and collaborative responses. These partnerships help ensure individuals are connected with appropriate community-based supports while allowing police to focus on their legislated responsibilities and authorities.

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	b. by supporting the Community Safety and Well-being Planning efforts of the municipalities of Bruce and Grey, including referrals to the Situation Table	CIB Sergeant	J.Gurney	• **Completed** – Built into ongoing practice. OSPS continues to actively participate in the Grey Bruce Community Safety and Well-Being framework, including the Crime Prevention Action Table and the Grey Bruce Situation Table for Acute Risk (STAR), ongoing inter-agency meetings, and referrals. • During the reporting period, OSPS continued to support information sharing and collaborative responses with community and social service partners. CORE and CIB personnel remained involved in the identification of individuals and circumstances presenting elevated risk and continued to support referrals and coordinated responses where appropriate. • Weekly STAR meetings and ongoing inter-agency collaboration have strengthened communication and coordination among partner agencies. Information sharing and collaborative responses have continued to support cases involving vulnerable individuals, substance use, human trafficking, homelessness, and other complex community safety concerns.
	c. by examining opportunities to include crisis workers into the Owen Sound Emergency Communications Centre (OSECC)	Administrative Inspector	T.Doherty	• **Completed** – Specific funding for Crisis Workers embedded in communications centre or applicable long-term grant(s) to expand the service into communication centre not yet available. • With the expansion of a second Crisis Worker to the MHCRT team in 2024, the overall deployment model was modified leveraging the skills of the CMHA Crisis Workers now riding along with patrol officers.
CW 2 - To leverage available social services/resources	a. by reviewing OSPS follow-up with victims of crime	P1 Sergeant	E.Cranny	• **Completed** – Follow up and support with victims of crime now built into ongoing practice. Victim Services (VS) is now occupying office space at OSPS with a full-time staff member available to officers. Meetings with VS staff conducted to discuss referrals and efficiencies. Meetings will be ongoing. • Presentations made by VS to OSPS uniformed members at patrol briefings in Jan/Feb 2025 and November 2025. Will be ongoing refresher training and presentations. 2026 Presentations took place in Spring. • Moving forward, all OSPS business cards include Victim Services contact information and location for occurrence number for ease of follow up. • Officers are now required to notify IPV Victims of their right to access the accused's release document/condition, and document this directly in their notes and in the Crown Brief Synopsis. • Victim Log Entries improvements are in progress. Entries can be made by officers through RMS to document victim notification of offender release and/or outcome of Court, as well as any unsuccessful attempts made to contact a victim. Entry could further be made by Court Case Manager or Sergeant if released from Bail/WASH Court. Consultations re: ability to implement with new Niche UA, and has been taken to the Efficiencies Committee for discussion.
	b. by providing ongoing education to OSPS members on social services and resources available to the community	Training Officer	C.Gloade	• **Completed** – Built into ongoing practice. Newest OSPS police recruits are going through enhanced post-OPC training, which includes connecting in person with our key agencies and social services to learn what they do and what the police role may include. • Will investigate with CORE other potential methods of sharing resources with members and how best to maintain an updated list of relevant service providers in the community. • Implementation of M365 Sharepoint will provide platform for improved sharing and maintaining updated info of social services and resources available in the community for easy access to all members.
	c. by advocating with social service providers to address identified service gaps in the community	Operational Inspector	C.Matheson	• **Completed** – Built into ongoing practice. Police Service Board and City have collaborated to bring social service providers and stakeholders together to identify solutions to community safety issues in the downtown. • New adult pre-charge diversion program implemented, involved M'Wikwedong and YMCA. • Carleton Academic research team's recommendations reviewed with STAR and community agencies to implement feasible recommendations. • MARAM (High Risk Intimate Partner Violence Assessment Table) in operation, but still early stages and terms of reference and processes being defined.
CW 3 - To build and foster relationships with community groups	a. by educating OSPS members and the community on OSPS partnerships	CSO	J.Cranny	• **Completed** – Built into ongoing practice. For example, continued work with M'Wikwedong/urban Indigenous citizens and police members on the historical reasons for building bridges to support a safer, more inclusive community. Bringing officers to presentations that include priority populations, showcasing the value of police engagement and positive outreach. Officers have attended or took part in events/presentations with PFLAG, Muslim Association, REACH, French Catholic School, citizens and youth at Bayfield Landing, members of the Jewish Synagogue and citizens new to Canada and supported by Y Settlement Services. • Social media and internet safety with newcomers to Canada/Owen Sound (March). Police and newcomers working in collaboration for the safety of all newcomers. Planning and hosting Violent Threat Risk Assessment (VTRA) training. VTRA training included OSPS officers and many community partners. The next steps in VTRA will be the creation and approval of a Grey-Bruce protocol for police. Education was required to secure active police participation.

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	b. by focusing on preventative youth programming in cooperation with school boards and community groups	CSO	J.Cranny	• **Completed** – Built into ongoing practice. For example, outreach work with Bayfield Landing continues using the Inside Out Program created by Barrie Police. In-school work on social media awareness and internet safety. Ongoing education and engagement with Bruce Grey Catholic, Bluewater and French Catholic School Boards. Working with all ages and grades but a focus on grade 6-9 as the teenage brain is in full development and the developmental needs are vital to the decision-making process for youth in this age group and grade level. To date the following schools have received in-class sessions from OSPS CSO; OSDSS, St. Marys, Hillcrest, Saint Dominque Savio, East Ridge, Alexadra, Notre Dame and Saint Basils and Georgian College. • VTRA level 2 was completed in November. Commencing the development of community wide protocol and accreditation to run train the trainer course in the coming years.
	c. by fostering and building relationships with diverse groups within the community	CSO	J.Cranny	• **Completed** – Built into ongoing practice. For example, planning has commenced with Y Settlement Servies to run in-house training on how to protect kids online. The participants will all be newcomers to Canada (and English a second language). March workshop planned and delivered at the Sydenham Campus. Very good turnout of newcomers. • Planning has commenced for End of Summer Bash with M'Wikwedong. • Partnership with PFLAG - the role of police and safety online, with focus on online hate. • CSO continues to attend prayer quarterly to engage with congregation at the Muslim Association. • Working with Y Settlement Services, School Outreach Worker, to ensure safety for newcomer youth. • Commencing working relationship with Keystone Family and Youth, youth diversion programs
	d. by promoting crime prevention with business owners, victims, and the community	CIB Sergeant	J.Gurney	• **Completed** – Built into ongoing practice. CORE and CIB continue to promote crime prevention through direct engagement with businesses, victims, community organizations, housing providers, and residents. • Crime Prevention Through Environmental Design (CPTED) principles continue to be incorporated into consultations and engagement with businesses, community partners, and housing providers. CORE members continue to respond to identified concerns and provide recommendations intended to improve environmental safety, reduce opportunities for crime, and enhance community confidence. • The CamSafe program remains an important crime prevention resource, with continued promotion and engagement with businesses and community stakeholders. Regular participation in River District meetings and ongoing outreach to business owners continue to provide opportunities to identify concerns and develop collaborative solutions. • CORE also continued to work with community partners, including municipal and social service organizations, to identify environmental and community safety concerns. Victim Services' ongoing presence within the OSPS facility continues to support referrals and improve access to services for victims of crime. • Crime prevention and community education initiatives have also continued, including education related to fraud and theft prevention for seniors and other vulnerable members of the community.

Our Members (OM)

OM 1 - To promote OSPS members' mental and physical wellbeing	a. by raising awareness among OSPS members of available physical and mental health programs/resources	Human Resources Manager	W.Pratt	• **Completed** – Built into ongoing practice. Drawing upon a survey of members we have realigned the in-house counselling program to more closely meet their needs. • Members have access to many online mental health resources including videos, articles and self assessments that focus on sleep, addiction and substance use, anxiety and depression, qualify of life, family and relationships, health and nutrition etc.
	b. by evaluating the shift schedule rotation pattern to maximize OSPS member wellness	Strategic Analyst	M.Gloade	• **Completed** – In partnership with the Owen Sound Police Association (OSPA), an evaluation was conducted in June/July 2023 of the new "5-4" shift schedule rotation pattern being piloted. OSPA and OSPA have agreed to continue the 12-hour shift schedule rotation.
	c. by hosting and supporting social events for OSPS members and their families, and area-specific team building events	Executive Assistant	A.Gaviller	• **Completed** – As part of ongoing practice, will host annual staff appreciation each year. In 2025, this was held at Heartwood. In 2026, Staff Appreciation being held in October with for a sit-down dinner at Best Western. • In November 2025, the second annual 30x30 fitness challenge was held, with 50% of members participating. • As part of the Wellness Committee mandate, a survey was sent to OSPS members to get insight on what events/activities they would like to see. Social event plans for 2026 include: a step challenge in April, initiation of a book club, and a combined gala event with OSPS and OSPA. • Book club started for interested members.

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OM 2- To promote professional development and training opportunities for all OSPS members	a. by identifying internal and external education and career planning resources available to all OSPS members	Human Resources Manager	W.Pratt	• **In progress** – To be initiated in the fall.
	b. by implementing annual block training for OSPS civilian members	Operational Inspector	C.Matheson	• **Completed** – Built into ongoing practice. In Fall of 2026, OSPS civilian members will be scheduled into block training sessions consisting of various job-related material and respect in the workplace.
	c. by documenting recommended training courses and maintaining updated training records for all OSPS members	Operational Inspector	C.Matheson	• **Completed** – Built into ongoing practice. The service is committed to ensuring all officers receive comprehensive, high-quality training to perform their duties effectively and safely. • The service expanded our initial training program for new officers to better equip them with the skills needed for modern law enforcement. • The service will transition to the use of an OSL cloud- based system that will streamline process and allow for more accessible and accurate training records for all members. • Practicing in place to better track lesson plans, curriculum, training records, and course certifications.
	d. by conducting annual performance appraisals and discussions of professional development planning	Human Resources Manager	W.Pratt	• **Completed** – Built into ongoing practice. A new performance appraisal program has been developed which is based on core and job specific competencies. Core competencies will be consistent across the Service and each position such as Dispatch, Records, Constable etc. will have three competencies that are specific to the role. Members are asked to complete a self-evaluation, a component which will increase a member's ownership in the process.
	e. by providing ongoing training for all OSPS members on persons requiring mental health/crisis intervention	Operational Inspector	C.Matheson	• **Completed** – Built into ongoing practice. In May 2026, OSPS again offered Crisis Intervention training. ASIST training will be in the Fall 2026. • OSPS completed the new, CSPA mandated, Mental Health Crisis Response training in November/December 2025. The MHCR program is structured around a competency-based, scenario-driven framework that incorporates de-escalation of persons in crisis. Since this time, the Ministry has provided an extension to retraining now in 2027.
OM 3 - To improve the flow of internal communication	a. by maintaining and providing access to common information resources e.g. network drive, bulletin boards, email	Training Officer	C.Gloade	• **In progress** – Common information resources will be transitioned into Sharepoint and new internal webpage when available. M365 will provide improved information management, access to common information resources, and alternative methods of communication depending on topics and audience.
	b. by identifying best practices and methods for distributing different types of internal communications	Strategic Analyst	M.Gloade	• **In progress** – Implementation of Sharepoint will be a significant step in improving internal information management and communication. M365 roll out started in 2025 and continues throughout 2026. OSPS is in progress transitioning data from shared network drives to new Sharepoint site, creating new Internal webpage, and leveraging other M365 applications such as Teams. Information resources such as those referenced in OM3a will be better organized, managed, and accessible. • Internal quarterly newsletter, The Brief, continues to be produced and shared. Photos of new staff are now part of onboarding process; electronic Daily Roster available to all members to see who is on-duty and where they are assigned now part of regular business practice. • Use of Directives for consistent business practices continues, with recent Directives published CPIC Remarks, and CAD Out of Service codes.

Sustainability (S)

S 1 - To promote and plan for long term succession	a. by developing a long-term staffing recruitment and retention plan within a competitive labour market	Human Resources Manager	W.Pratt	• **Completed** – The Service now attends a full slate of annual recruitment events (community, college and university based). • The Service has implemented regular information sessions for the position of Recruit Constable with some sessions being offered for women only. • Recruitment focused promotional material has been developed. Social media posts have been rebranded with a consistent tag line and fresh content. • The Service has signed the 30 Forward Pledge to increase female representation in sworn positions and there will be review of policies and procedures to ensure the organization supports the retention of staff. • Work is underway to update the material on the website career opportunities page.
	b. by providing increased opportunities for OSPS members to gain leadership experience in different areas and roles	Administrative Inspector	T.Doherty	• **Completed** – Making ongoing leadership opportunities available to all members is part of ongoing business practice, e.g. Emergency Management annual exercise with city-wide partners; Sergeants on front-line supervisor training; professional standards training. • Team Lead position in OSECC remain unfilled and work continues to promote this opportunity.

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	c. by developing a long-term facility plan that anticipates future growth and upgrades	Administrative Inspector	T.Doherty	• **Completed** – City Facilities Assessment completed in June 2023 which identified short- and long-term facility needs up to next 10 years; presented to PSB in July 2023. • Project Charter moving forward with Board and City for Police Facilities Needs and Building Assessment. • Awaiting service level agreement from City. • New painting of main floor hallways completed; main floor washroom renovations underway; HVAC rebalancing.
	d. by developing a long-term information technology (IT) plan that anticipates future IT priorities and demands	Director of Information Technology	C.Hill	• **Completed** – A long-term IT plan has been drafted and submitted for review. • Requires annual review mid-year before budget season to address on-going organizational requirements.
2 - To foster a sustainable emergency communication centre	a. by reviewing, documenting and tracking standard training for Communicators	Communications Trainer	A.Byers	• **Completed** – Documenting, tracking, and evaluating training for Communicators is now built into ongoing practice. For example, recently completed training includes: in-house training with all current staff on our new phone system, training for transition to NG9-1-1, training for RapidSOS, NICHE UA completed. • Training in development includes: Intellicom SOP's once final testing is complete; new part-time dispatchers to be hired for March/April; fire training for all current communications staff through APCO. • New Dispatchers have been hired, and we are continually training and hiring more staff for the next 6-8 months to get the OSECC up to full complement.
	b. by developing a robust Communication Centre recruitment and retention strategy	Human Resources Manager	W.Pratt	• **Completed** – New advertising is reaching more qualified candidates, and our restructured recruitment process is yielding candidates who will most likely succeed in the role. • The training process has been realigned to make the material easier learn, practice and retain. Formal feedback during and after training supports members with positive feedback and timely information when an error has been made. • The team has identified the core behaviours which create a supportive team environment which is critical to retention.
	c. by reviewing and maintaining standard operational procedures for all agencies dispatched to manage expectations	Director of Corporate Services	S.Bell-Matheson	• **Completed** – Ongoing review and maintenance of standard operating procedures has been built into ongoing practice. For example, in the OSECC, the 2nd round of testing Intellicom software is complete, with Spring 2026 integration planned for CAD along with training. The testing environment will be used for training in March 2026 with the class of new hires. • Testing and implementation of Hyper AI to process low acuity calls with no suspects or general administrative inquiries implemented in April 2026 and has been working well. Ongoing monitoring continues to make tweaks to the program as well as exploring more options for its use. • Researching and identifying potential Quality Assurance programs – to be implemented in Fall 2026. Expected to assist with expectations and standardization across both call taking and dispatching practices while providing consistent feedback to members. • All staff in the OSECC have completed the APCO Fire Telecommunicators Course. • In process of updating the Emergency Communications Call Handling and Dispatch Policy and creating Fire Dispatching Police guided by NFPA 1225 standards and expectations for Fire Dispatching.
	d. by routinely testing and operating from the OSECC's back-up communication centre	Communications Trainer	A.Byers	• **Completed** – OSECC back-up communication centre fully migrated to NG911. • Routine testing and operating from back-up centre now built into standard business practice. For example, evacuation training will take place in the fall with the communicators. Will also be testing remote access to the back up site if issues occur at the main site with our new telephony system. • Will be doing a mock evacuation of the main site to the back up in Spring and Fall 2026 and will maintain schedule thereafter.
	e. by regularly reviewing the contract structure fees and costs for services for agencies dispatched by the OSECC	Chief	C.Ambrose	• **Completed** – Built into ongoing practice. New billing model and regular contract renewals in place.
	f. by relocating the OSECC to a modern, functional workspace that better supports emergency dispatch needs	Deputy Chief	D.Bishop	• **Completed** – The OSECC achieved a significant milestone in 2024, with the grand opening of the newly renovated Owen Sound Emergency Communications Centre celebrated on October 25th. Following a detailed plan, the centre transitioned to full operations in the new location on October 29, 2024.
3 - To undertake a comprehensive service delivery model review	a. by reviewing call type response methods to police calls for service	Administrative Inspector	T.Doherty	• **In progress** – Preliminary work initiated. Comprehensive service delivery review project to be initiated Fall 2026, but may be subject to staffing and other priority demands.
	b. by reviewing alternative response methods to non-police calls for service	Deputy Chief	D.Bishop	• **In progress** – To be initiated Fall 2026, but may be subject to staffing and other priority demands.

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	c. by finding efficiencies in ways of doing business throughout the organization	Deputy Chief	D.Bishop	• **Completed** – Built into ongoing practice. Efficiency Committee meets regularly. Some examples of efficiency successes include: fingerprint appointment scheduler; electronic daily roster and equipment log; automated Outlook calendars for each platoon, CIB, on-call. Initiatives improving communication across Service and removing paper processes and redundancies. • Some other examples include: personal-issued phones to all officers this Fall; portable tablet in Sergeant's vehicle piloted; reporting templates to be implemented for specific call types; new Out of Service codes defined for consistent practice.
	d. by educating the community on changes or new police delivery models	Operational Inspector	C.Matheson	• **Not Started** – Pending service delivery review recommendations.
S 4 - To advocate for a sustainable police funding model	a. by examining equitable policing costs amongst local municipalities	Chief	C.Ambrose	• **Completed** – Built into ongoing practice of advocacy, lobbying for equitable supports, and leveraging grant opportunities. • Regularly meeting with local police agencies to find efficiencies with shared service agreements (Sec.14) and formalizing processes for: shared call demands, canine support, investigative technical support, training. • New annual IOP report and results shared in IOP Dashboards offer analytics for comparisons.
	b. by forecasting long term OSPS budgeting requirements	Financial Coordinator	J.Hawke	• **In progress** – Continue to examine options for dispatch and records management systems for improved economies of scale and better meet our needs. • Technology contracts continue to be reviewed for savings and alternative cost-effective options.
	c. by reviewing and assessing OSPS court security costs	Director of Civilian Services	K.Fluney	• **Completed** – Due to variability in demands, review of court security needs and costs form part of ongoing business practices. • Decision in August 2025 recommending armed security in court facilities impacting costs. Resources reassigned to court security in response, reducing front line call support, traffic enforcement, and proactive patrols. OSPS has created new Constable position for day-time court security needs, ensuring part-time officers are more available for police visibility in the community at peak times. • Assessing court service demands and costs ongoing. For example, inadequate court facility in Walkerton has led to increased venue change to Owen Sound and increasing OSPS security costs. • Recent decision to add additional Judge and courtroom also increasing OSPS court security costs. • Owen Sound and Grey County formalized an agreement to provide equitable funding to assist with court security costs annually.

REPORT TO THE OWEN SOUND POLICE SERVICE BOARD

SUBJECT: **Police-Reported Crime in Canada and Owen Sound, 2025**

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

DATE: September 23, 2026

STRATEGIC PRIORITIES:

The annual police-reported crime in Canada and Owen Sound contributes to the measurement of outcomes within the following Strategic Priorities, set by the Board in the 2023-2026 OSPS Operations Plan:

- ☑ Community Safety
- ☐ Community Wellbeing
- ☐ Our Members
- ☐ Sustainability

RECOMMENDATION(S):

For Information

REPORT:

Police-reported Crime in Canada, 2025

Statistics Canada released the 2025 police-reported crime statistics on July 22, 2026, with key trends across Canada presented in the attached Infographic. This annual publication draws from the Uniform Crime Reporting (UCR) Survey, a census of all crime known to police services. The UCR statistics reflect police response to criminal incidents and laying of appropriate charges after investigating and conforms to a nationally approved set of common crime categories and definitions.

The Crime Severity Index (CSI) measures changes in crime by tracking both the volume and the seriousness of the crimes committed. Police-reported crime in Canada, as measured by the Total CSI, decreased by 5% in 2025 to a value of 75. This marked the second consecutive annual decease, following an upward trend beginning in 2015 that reached 81.3 in 2023. According to Statistic Canada's *The Daily* (July 22, 2025), the decline in the overall CSI in 2025 reflected decreases in the violent CSI (-4%) and the non-violent CSI (-5%). A decline in the CSI was observed across all provinces and territories in 2025, except in New Brunswick (+6%) and Nunavut (+10%). Similarly, most of Canada's census metropolitan areas also recorded declines.

Police-reported crime statistics can be influenced by different police priorities and targeted police enforcement, as well as the community's level of trust and confidence reporting crimes to police. It is important to note that Criminal Code violations generally account for less than a third of all police calls for service, which may be influenced by other non-criminal community safety and wellbeing issues such

as mental health, addictions, homelessness, and does not include any proactive community policing initiatives.

Police-reported Crime in Owen Sound, 2025

For context, most figures attached to this report include information for Owen Sound Police Service, alongside 27 other Ontario municipal police agencies serving a 2025 population of under 125,000 people (ordered by highest to lowest population). The 2025 average of these 28 municipal police services, and Ontario and Canada are also included in the graphs when applicable.

Total CSI includes both Violent and Non-violent offences. Unlike the national trends, Owen Sound's CSIs all increased in 2025. Based on crime-reported to OSPS, the 2025 Total CSI of 103.5 represents a 2.1% increase from 2024's index of 101.3. As shown in **Figure 1**, Owen Sound was with four other of the 28 municipal police services in Ontario serving <125,000 people with Total CSIs above 100. Timmins (126), Thunder Bay (119), Sault Ste. Marie (107) were the top three highest Total CSI in 2025. The greatest percentage increases in Total CSI from 2024 to 2025 were in Cobourg and Deep River, while Hanover and Sarnia recorded the greatest declines.

The 2025 Violent CSI in Owen Sound was 132.5, an increase of 3.8% from the 2024 index of 127.7 (**Figure 2**). Of the 28 police services included, Owen Sound was the fourth highest Violent CSIs, behind Thunder Bay (202), Timmins (191), and Smiths Falls (136).

The Non-violent CSI includes both Property Crimes and Other Criminal Code (CC) offences. Owen Sounds' Non-violent CSI was 92.8 in 2025, an increase of 1.2% from the 2024 index of 91.7 (**Figure 3**). Again, Owen Sound was fourth highest, behind Timmins (101), Sault Ste. Marie (99) and Cornwall (94). Of the 28 municipal police services serving under 125,000 people in Ontario, Owen Sound's Total, Violent, and Non-violent CIS continue to be well above their collective 2024 average.

Owen Sound's CSIs over the past ten years (back to 2015) are shown in **Figure 4**. Similar to the national trends, the Total CSI (black dotted line) was on an upward trend prior to the pandemic, with consecutive increases from 2015 to a high of 110 in 2020. Since a drop in 2021, the Total CSI reached a new peak of 123 in 2023. As noted above, in 2025 all three indices increased from 2024. Owen Sound's Violent CSI (blue line) surpassed, and has remained above the Total CSI and Non-violent CSI since 2017, with the most significant peak in 2023. The Non-violent CSI (orange line) in Owen Sound has remained below the Total CSI since 2017 and has remained relatively stable for the past few years.

Clearance rates represent the portion of criminal incidents cleared by charge or cleared otherwise by police. Like the CSI, the Total Weighted Clearance Rate takes into account both Violent and Non-violent offences and weights by severity. As shown in **Figure 5**, in 2025 Owen Sound's Total Weighted Clearance Rate of 56.4% declined from 2024's rate of 64.7%. Of note, both the Violent and Non-violent Weighted Clearance Rates also dropped in 2025: Violent to 76.2% from a high of 90.1% in 2024; Non-violent to 45.1% from 50.6% in 2024. As in prior years, OSPS' clearance rate remains above the average of other 27 municipal police services included in the graph, and well above Ontario and Canada.

Figure 6 highlight's OSPS' Total, Violent, and Non-violent weighted clearance rates over the past ten years. As noted, all three clearance rates decreased from the 2024 peak levels.

In terms of actual counts of crime, based on the most serious violation within the incident, there were 2,571 Criminal Code violations (excluding traffic) reported to OSPS in 2025. This was a 3.7% decrease in volume from 2024's peak (**Figure 7**) and is almost twice as much reported crime as ten years prior.

The volume of actual incidents of Violent Crime reported to OSPS in 2025 is shown in **Figure 8**. In 2025 the 685 reported violent crimes rose 5%, compared to 651 in 2024. Actual incidents of non-violent crimes reported to OSPS in 2025 are shown in **Figure 9**. In 2025 there were 1197 property crimes (up 10%) and 689 other Criminal Code offences (down 26%). The table below summarizes the actual count of these criminal violations in Owen Sound in 2025, and how they each changed from the previous year.

Total Police-Reported Crime to Owen Sound Police Service (excluding traffic)	2024 (Actual) **2,671**	**2025 (Actual) 2,571**	Percentage Change **-3.7%**
Total Violent Crime or Crimes Against Persons	**651**	**685**	**5.2%**
Violations Causing Death (includes first and second degree murder, manslaughter, criminal negligence causing death)	1	0	-100%
Aggravated Sexual Assault, Level 3	0	1	--
Sexual Assault with Weapon, Level 2	1	3	200%
Sexual Assault Level 1	32	44	38%
Sexual Violations Against Children	4	7	75%
Aggravated Assault, Level 3	7	2	-71%
Assault with Weapon or Bodily Harm, Level 2	72	63	-13%
Assault Level 1	192	219	14%
Firearms, Use of, Discharge, Pointing	5	0	-100%
Assaults Against a Peace Officer	19	18	-5%
Other Assaults	2	1	-50%
Robbery	9	15	67%
Forcible Confinement or Kidnapping	2	1	-50%
Criminal Harassment	123	142	15%
Utter Threats	138	121	-12%
Indecent/Harassing Communications	41	45	10%
Other Violent Violations	3	3	0%
Total Property Crime or Crimes Against Property	**1,087**	**1,197**	**10.1%**
Break and Enter	57	71	25%
Possession of, and Trafficking in, Stolen Property	10	9	-10%
Theft of a Motor Vehicle	13	25	92%
Theft Over $5000	12	15	25%
Theft Under $5000	603	684	13%
Fraud	218	211	-3%
Identity Theft, and Identity Fraud	1	1	0%
Mischief	171	177	4%
Arson	2	4	100%
Total Other Criminal Code Violation	**933**	**689**	**-26.2%**
Counterfeiting Currency	1	4	300%
Weapons Violations	30	28	-7%
Possession of, or Accessing Child Pornography	1	1	0%
Prostitution	0	1	--
Disturb the Peace	121	120	-1%
Administration of Justice Violations (includes fail to comply with order, fail to appear, breach of probation)	738	499	-32%
Other Violations	42	36	-14%

Source: Statistics Canada. Table:35-10-0180-01 Incident-based crime statistics, by detailed violation, police services in Ontario.

The Total Crime Rate is another way of looking comparatively at crime. A crime rate is measured by the actual count of crime divided by population per 100,000. This measure considers only the volume of crime. **Figure 10** includes the Total Crime Rate for the 28 municipal police services in Ontario serving under 125,000 people. For another consecutive year, in 2025 Owen Sound recorded the highest Total Crime Rate of these other police services at 10,679/100,000 persons, well above their average as well as the provincial and national rates. For context, ten years ago in 2015, the Total Crime Rate in Owen Sound was 6,356.

Dividing the total actual count of criminal code violations (excluding traffic) by the authorized sworn officers in a police service is an indicator of the volume of criminal workload per officer. As shown in **Figure 11**, on average, police officers at OSPS handled 60 criminal offences each during 2025, compared to an average of 23 in Ontario or 29 in Canada. (Note: this is based on 2025 authorized sworn complement.) This 2025 OSPS workload indicator is down from 63 in 2024 but is the highest in 2025 of the other 27 police services in Ontario serving under 125,000 people.

It is important to emphasize that these reported crime statistics do not include the many non-criminal matters that place demands on police such as mental health calls, check wellbeing, disputes, missing persons, or sudden deaths, and does not include any community policing or proactive activities.

OSPS continue to work with community partners and are committed to community policing efforts that will address long term solutions to issues influencing the safety and wellbeing of Owen Sound.

FINANCIAL/RISK IMPLICATION(S):

There may be financial and risk implications as a result of increased volume, severity, and complexity of crime in terms of the demands on police resources required to investigate and lay charges.

ATTACHMENT(S):

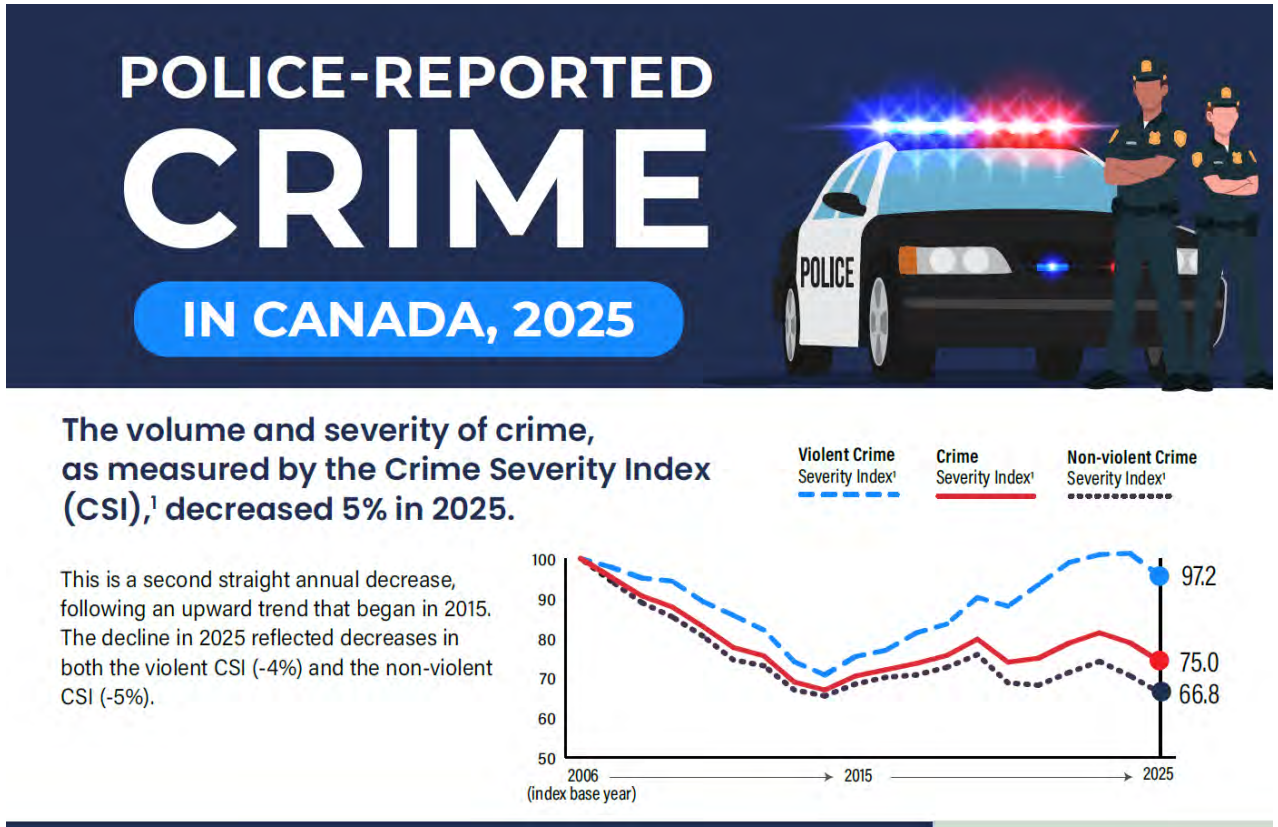
1. Police-Reported Crime in Canada, 2025. Infographic. July 22, 2026. Statistics Canada.
2. Owen Sound Police Service, Police-Reported Crime, 2025, Figures 1 - 11.

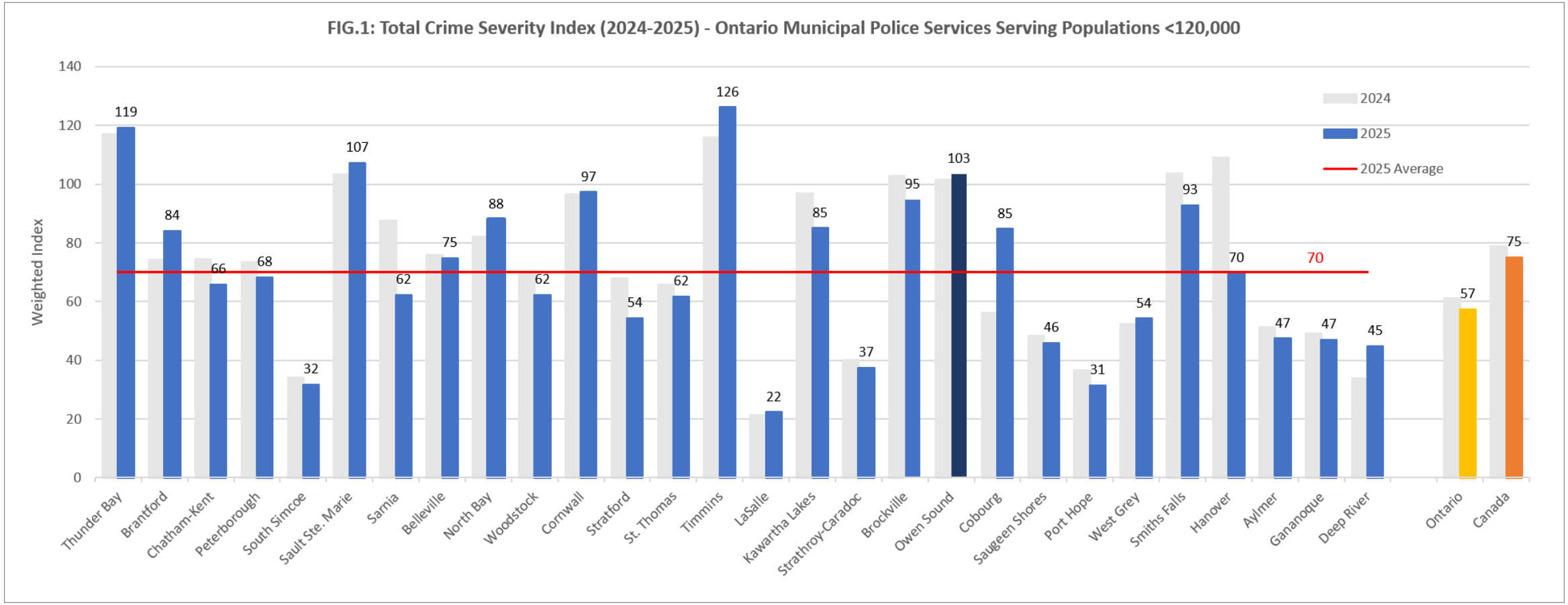
SUBMITTED BY:

Marg Gloade, Strategic Analyst

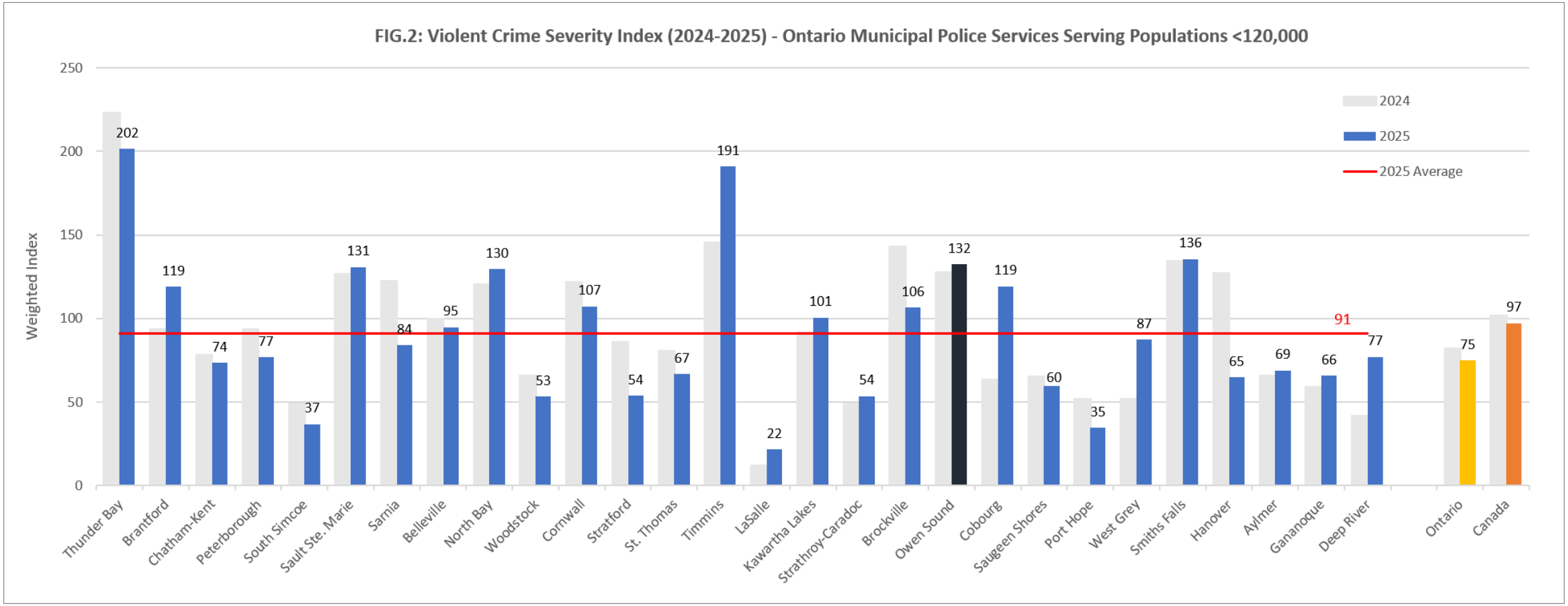
Owen Sound Police Service Police-Reported Crime, 2025

September 23, 2026

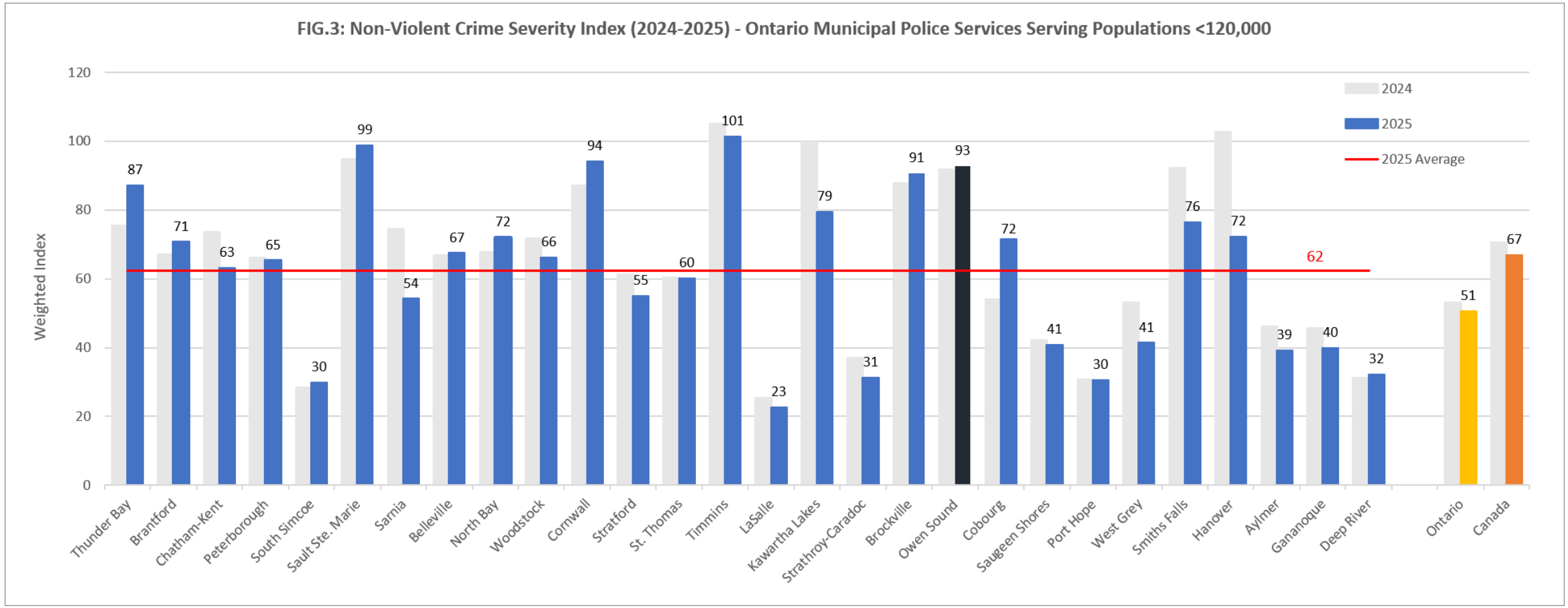




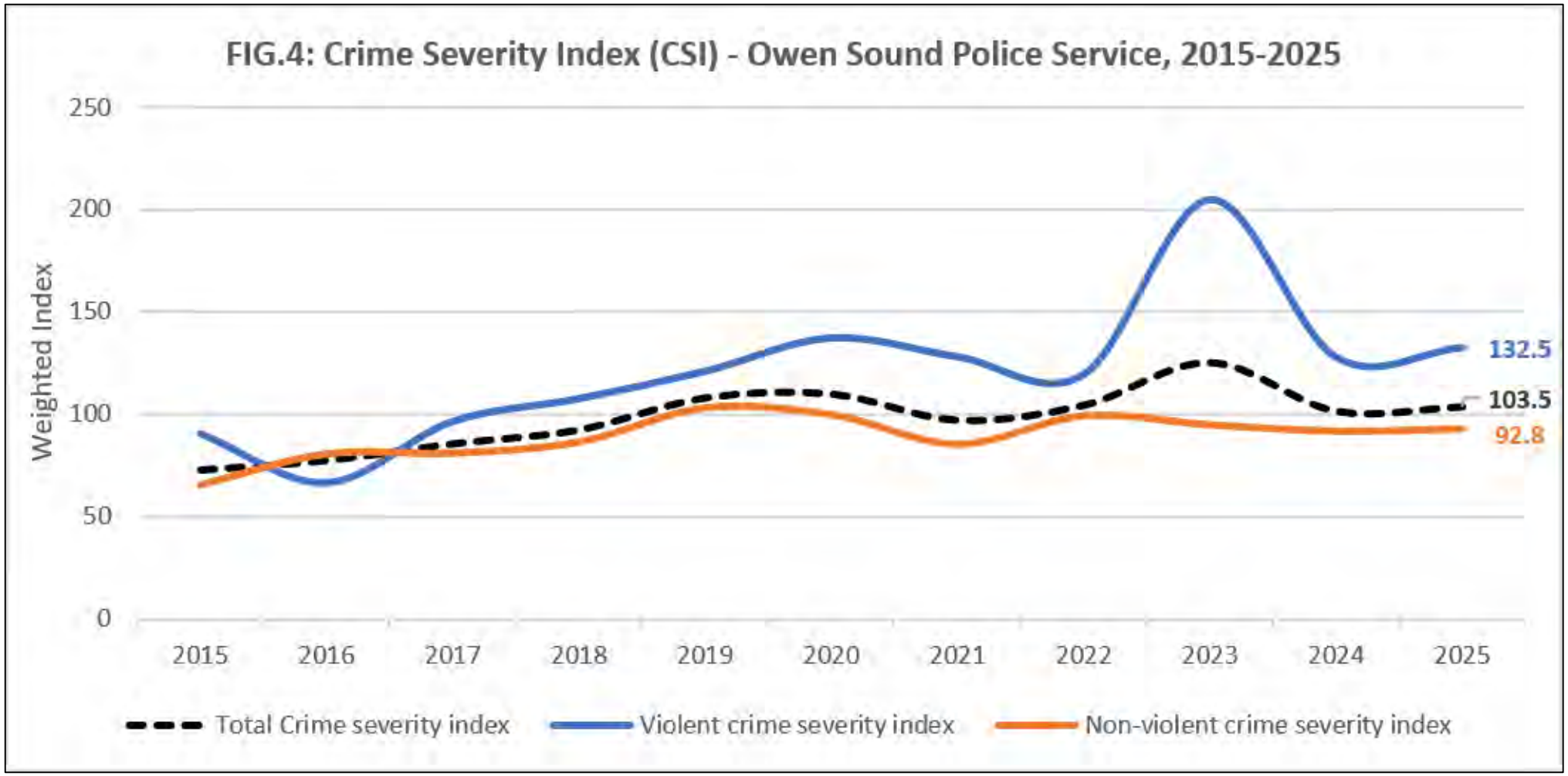
Source: Statistics Canada, Data Tables: 35-10-0188-01 and 35-10-0026-01.



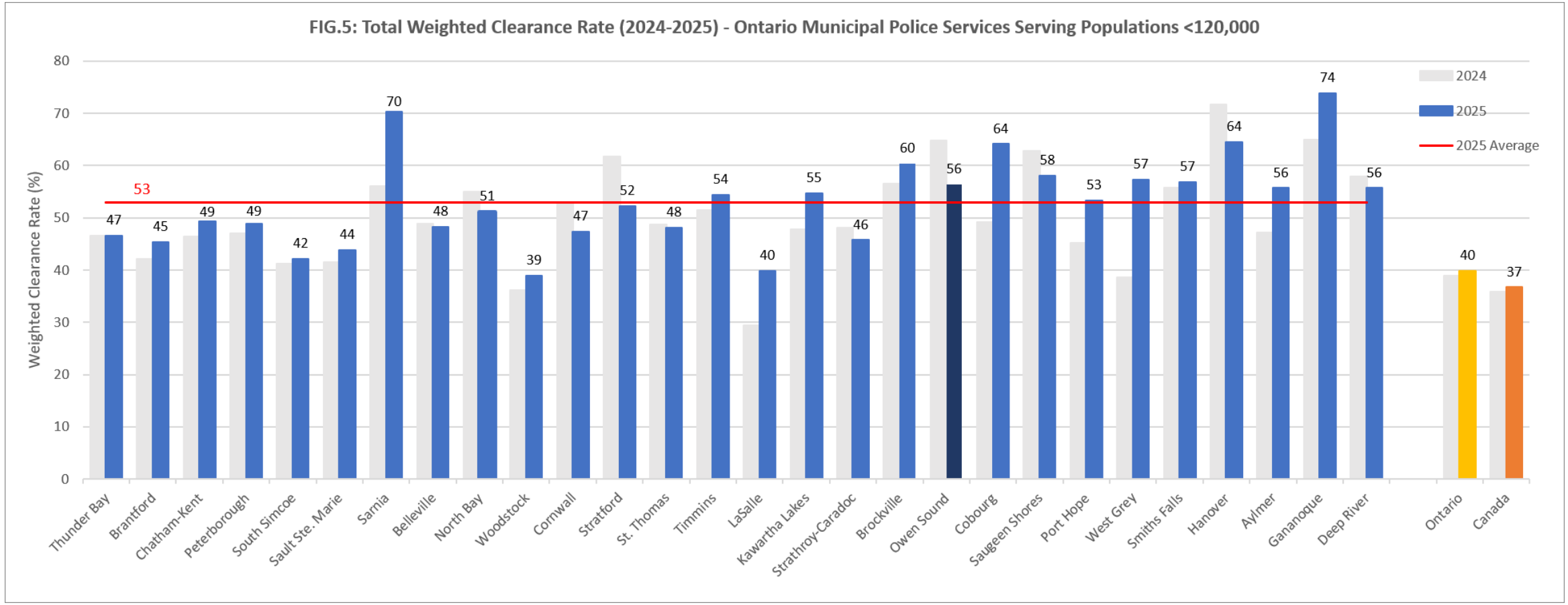
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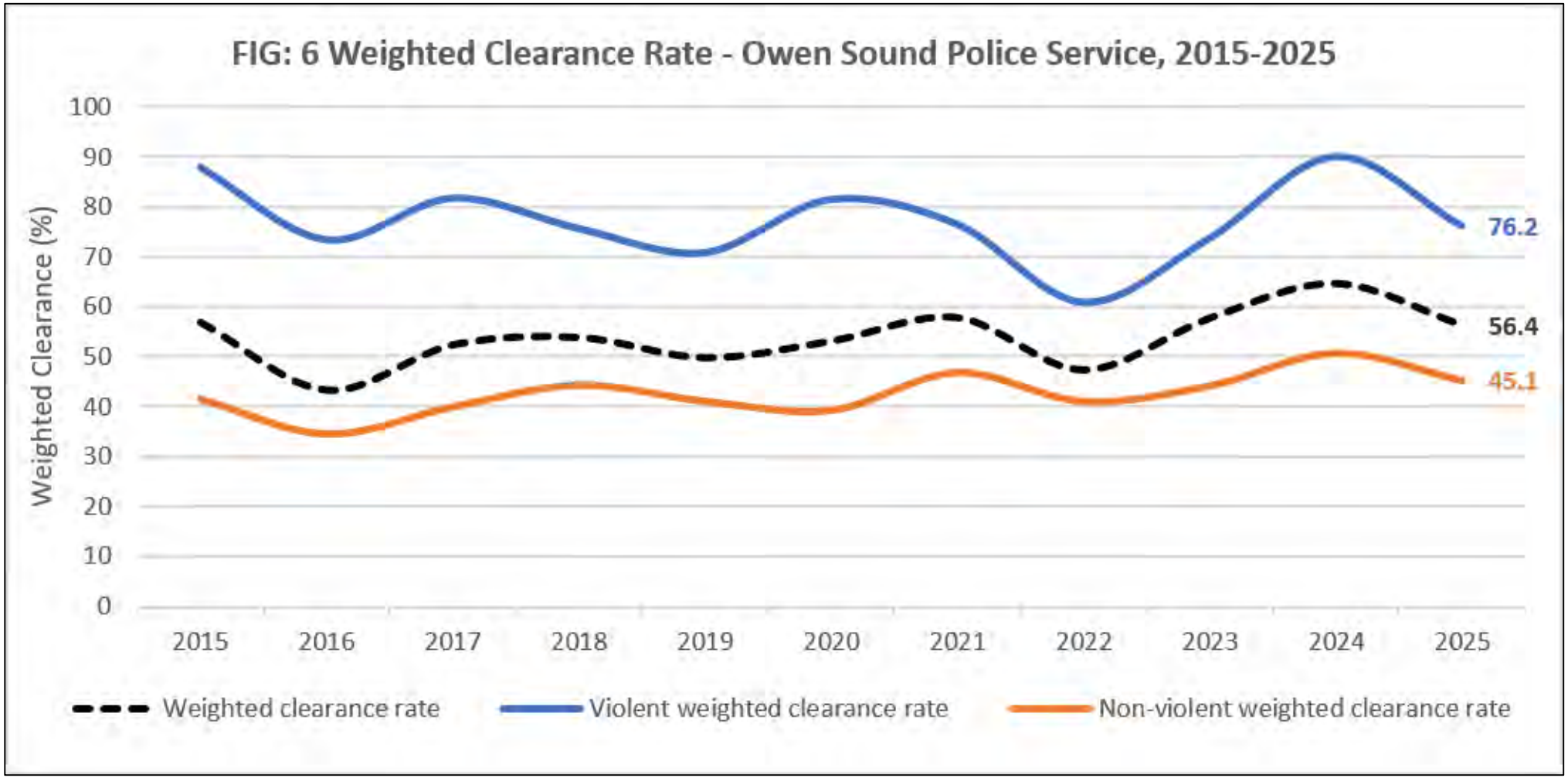
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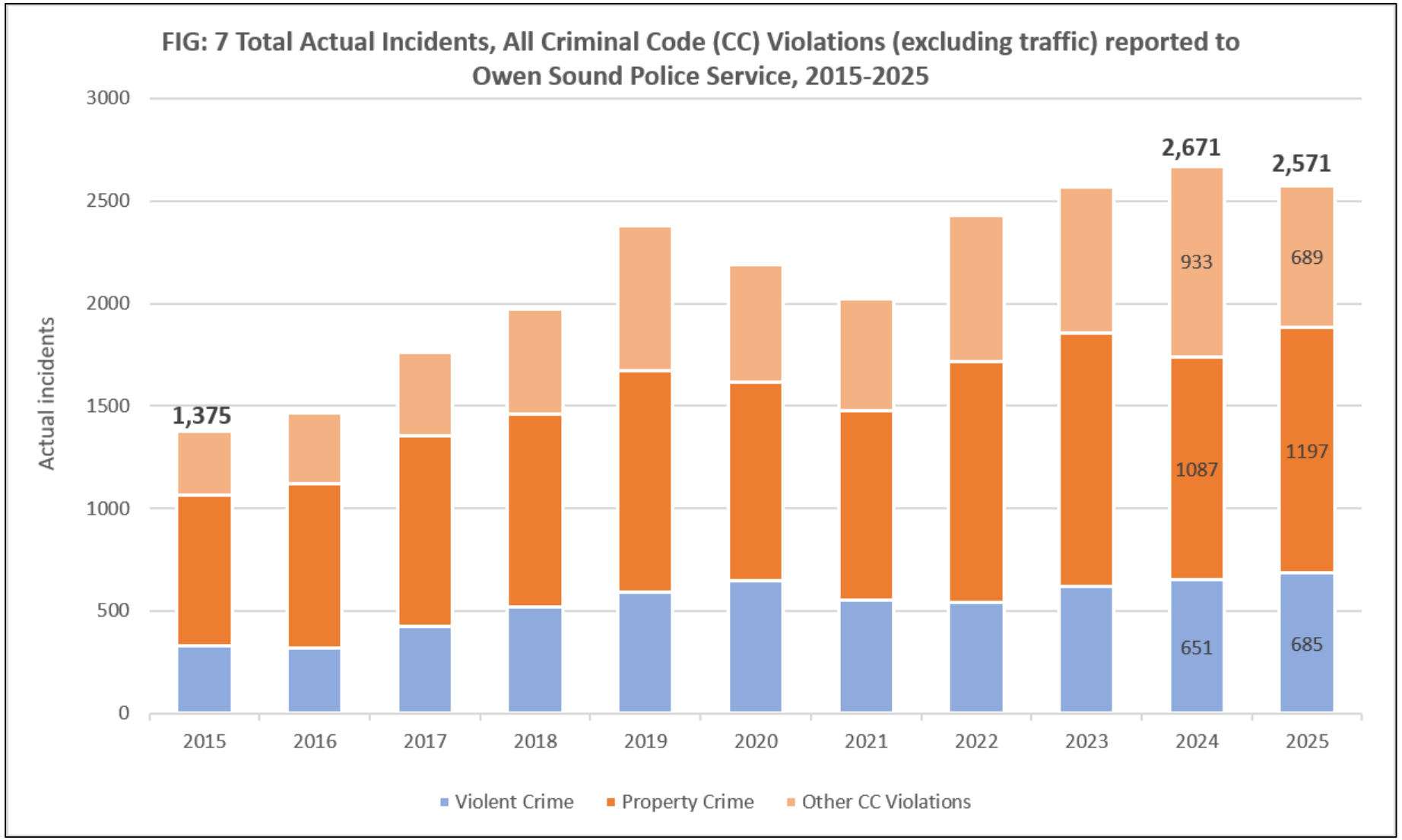
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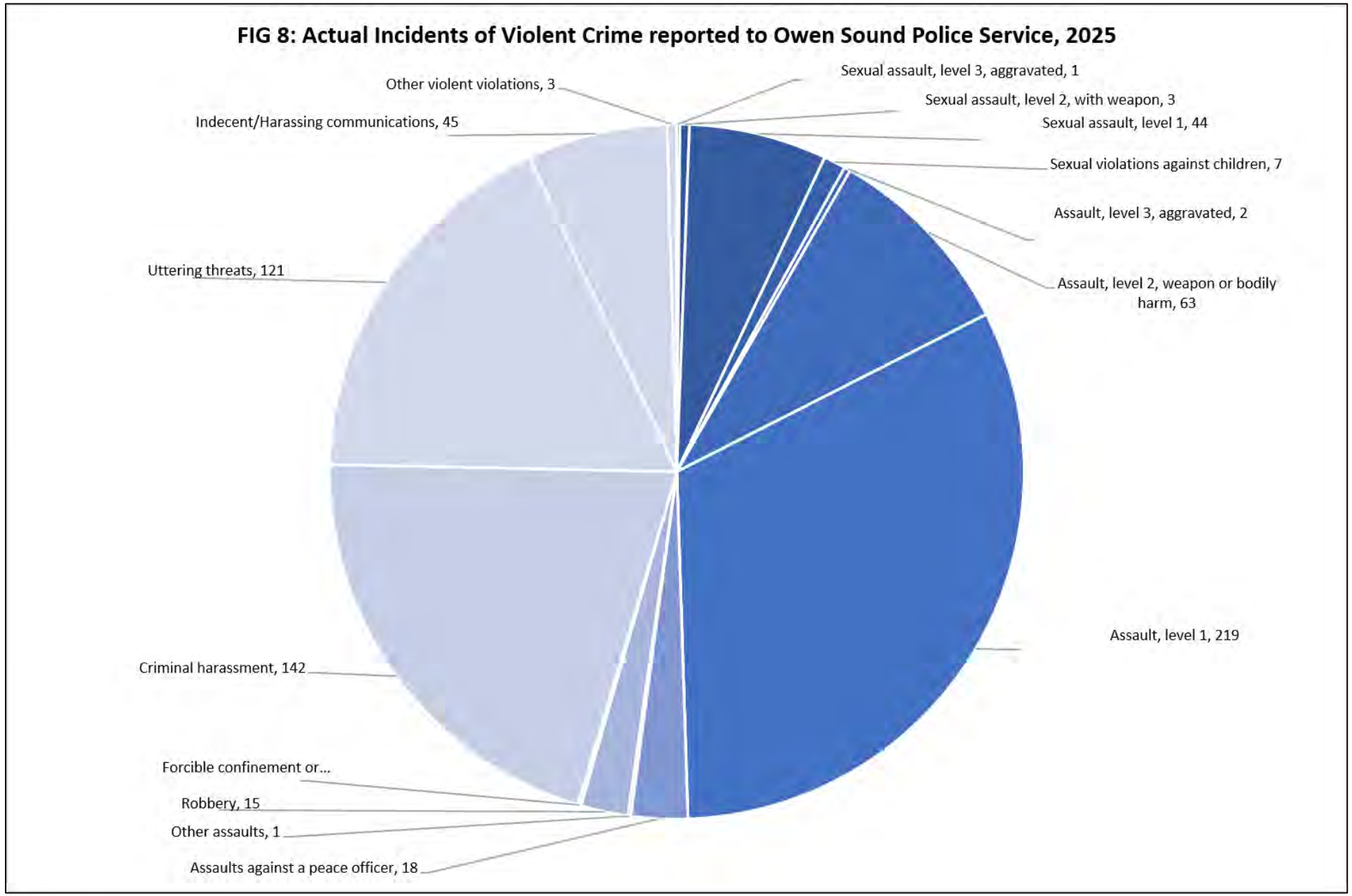
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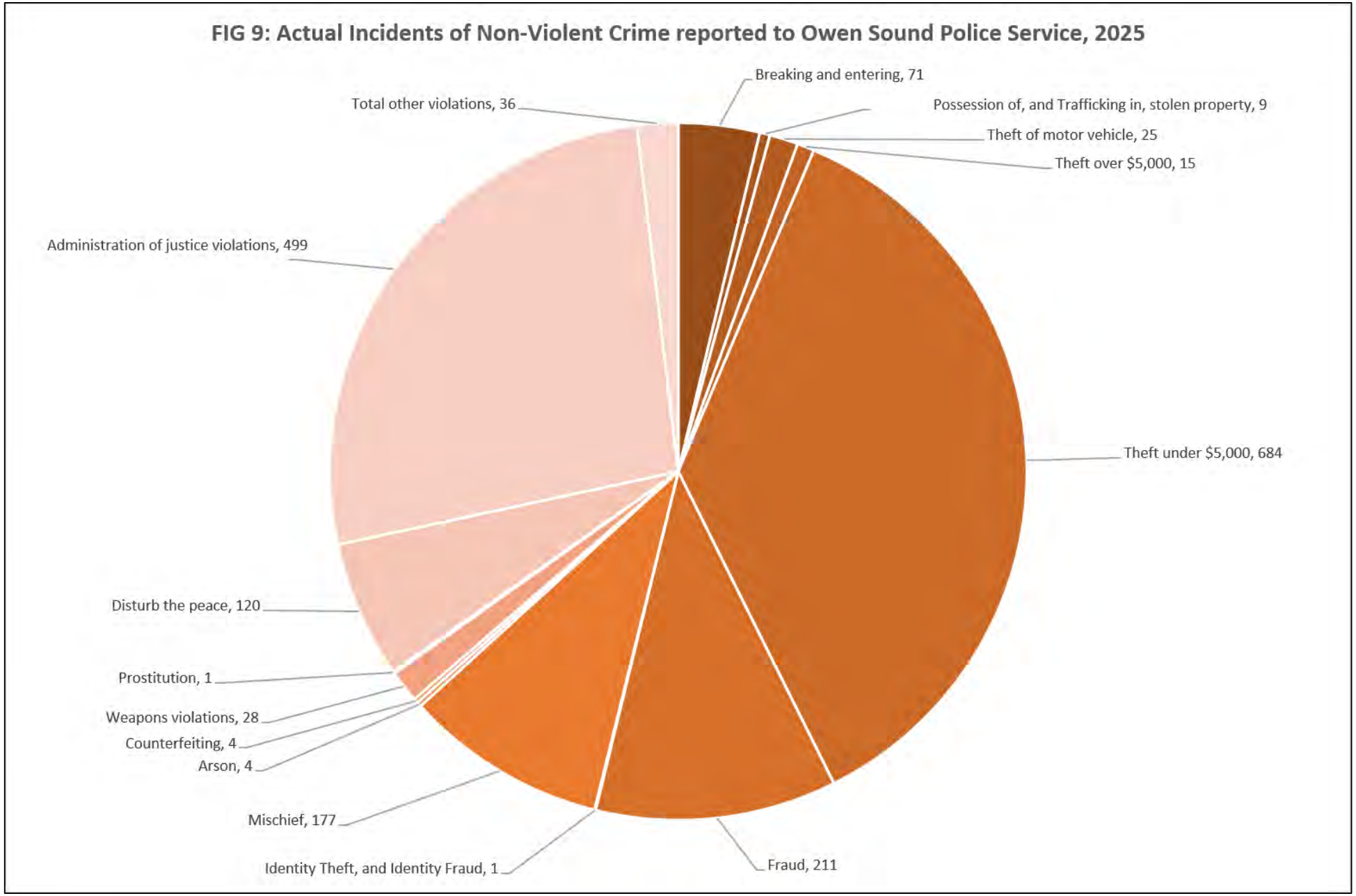
Source: Statistics Canada, Data Tables: 35-10-0188-01.



Source: Statistics Canada, Data Tables: 35-10-0180-01.

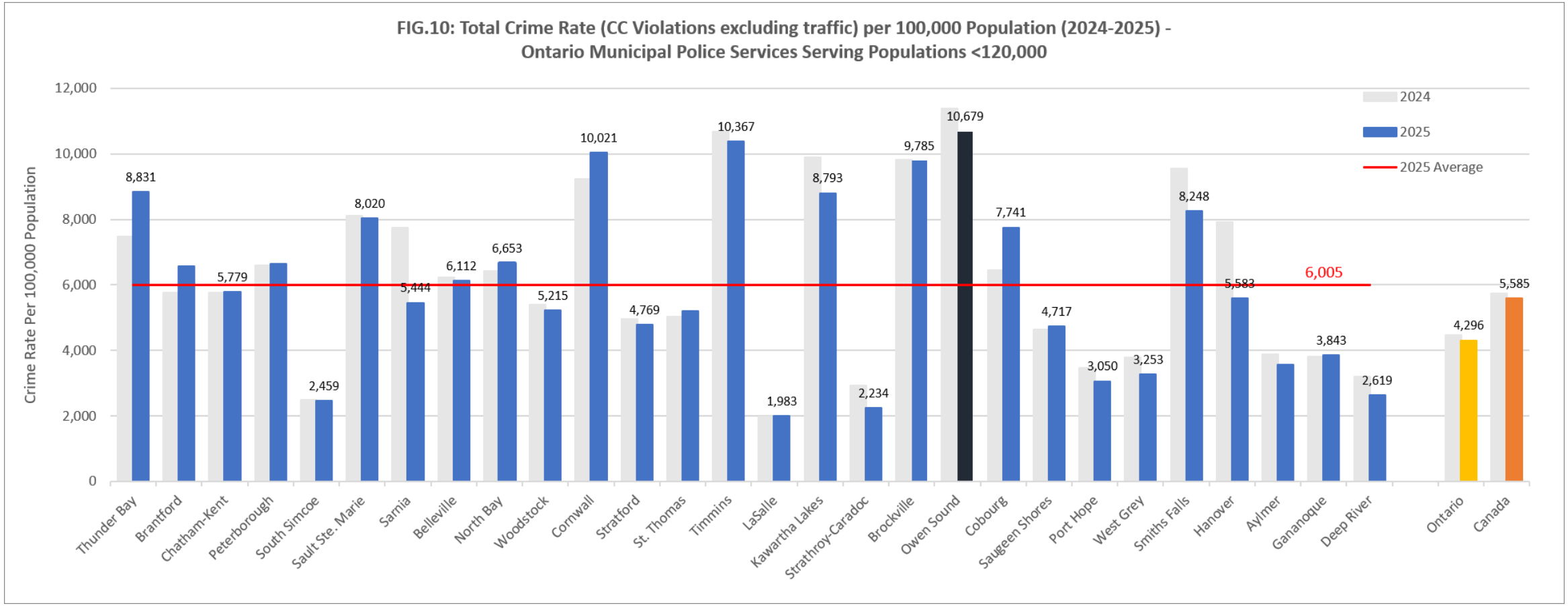


Source: Statistics Canada, Data Tables: 35-10-0180-01.



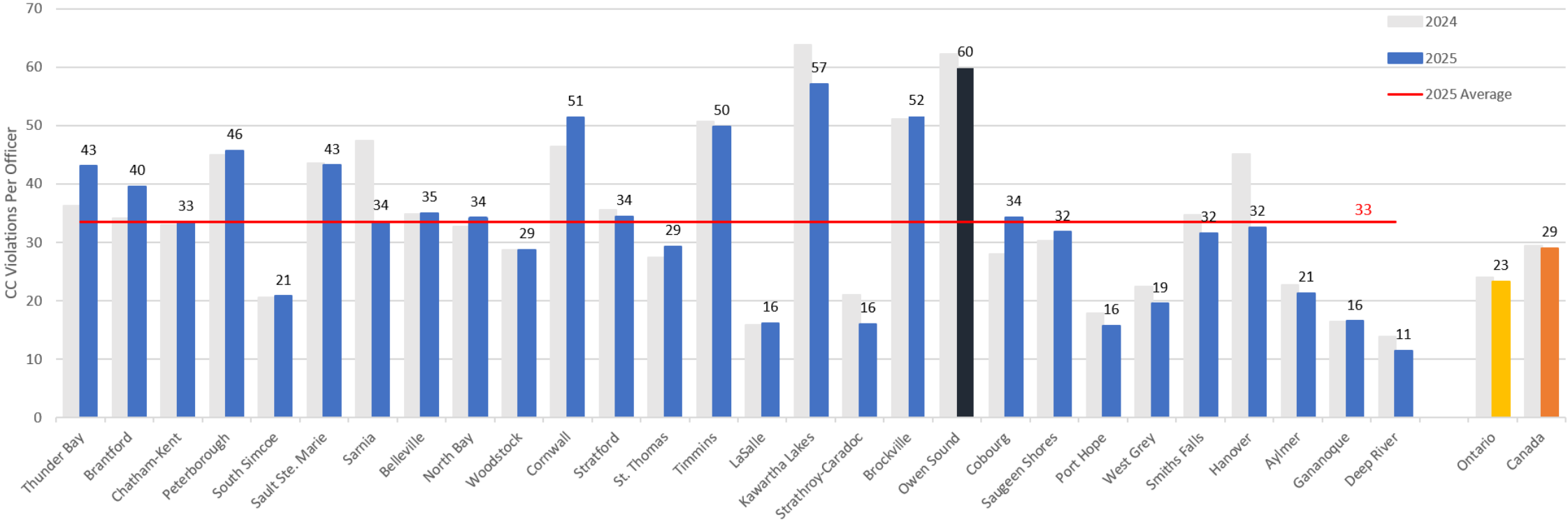
Source: Statistics Canada, Data Tables: 35-10-0180-01.

FIG.10: Total Crime Rate (CC Violations excluding traffic) per 100,000 Population (2024-2025) - Ontario Municipal Police Services Serving Populations <120,000



Source: Statistics Canada, Data Tables: 35-10-0180-01; 35-10-0177-01; 35-10-0077-01; and 35-01-0076-01.

FIG.11: Total CC Violations 2024-2025 (excluding traffic) per 2025 Authorized Police Officers - Ontario Municipal Police Services Serving Populations <120,000



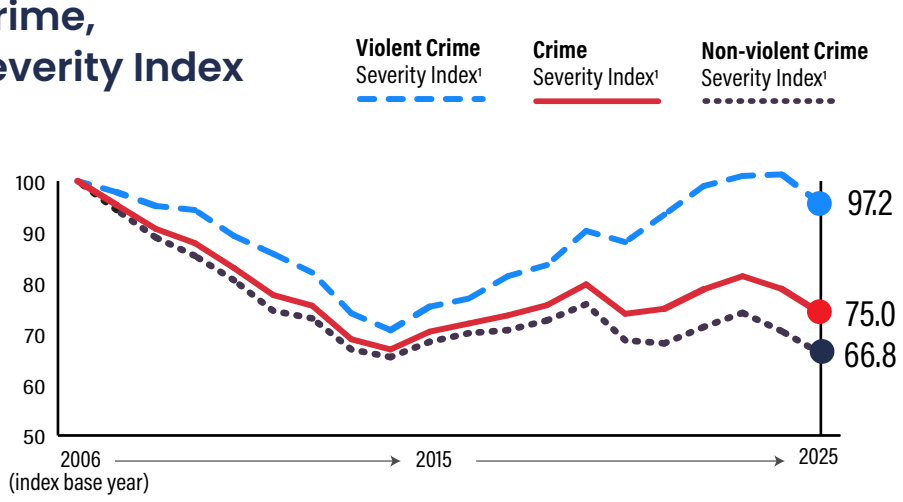
Source: Statistics Canada, Data Tables: 35-10-0180-01; 35-10-0177-01; 35-10-0077-01; and 35-01-0076-01.

POLICE-REPORTED CRIME IN CANADA, 2025



The volume and severity of crime, as measured by the Crime Severity Index (CSI),[1] decreased 5% in 2025.

This is a second straight annual decrease, following an upward trend that began in 2015. The decline in 2025 reflected decreases in both the violent CSI (-4%) and the non-violent CSI (-5%).



Important shifts in certain violent and non-violent crimes impacted the CSI across Canada

Percentage change in rate, 2024 to 2025

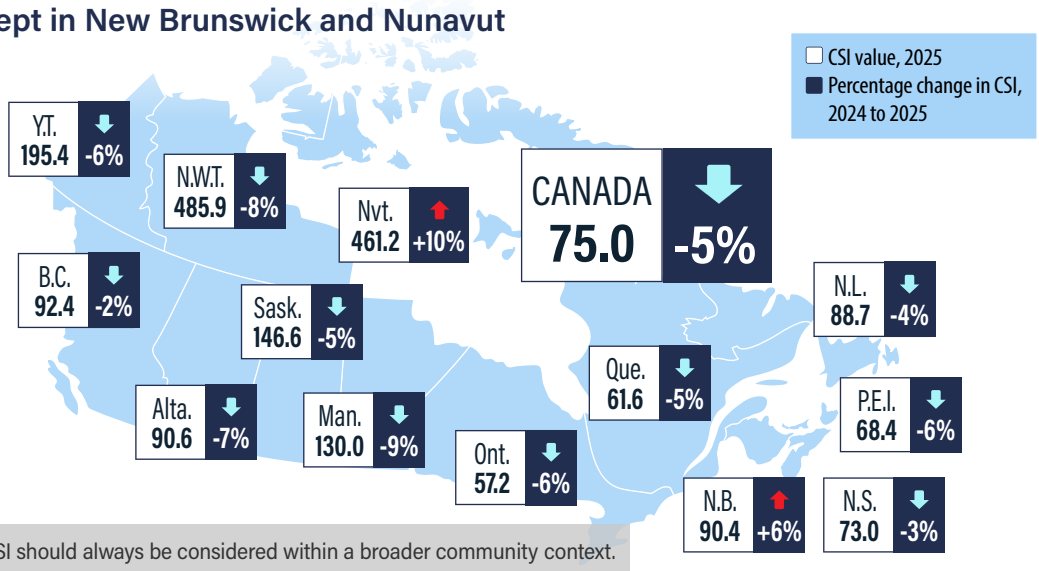
Violent crimes		Non-violent crimes	
-16%	Homicide	-11%	Breaking and entering
-6%	Robbery	-21%	Child sexual abuse and exploitation material[2]
-14%	Firearms (use of, discharging, pointing)	-16%	Motor vehicle theft
		-4%	Fraud
-10%	Extortion	-5%	Theft $5,000 or under
+6%	Criminal harassment	+11%	Shoplifting $5,000 or under

In 2025, there were 672 homicides, 125 fewer than in 2024. This was the largest annual decline since 1986.

Gang-related homicides **-24%** from 2024

The decrease in the gang-related homicide rate was almost entirely due to fewer gang-related homicides involving a handgun (-39%). Overall, homicides committed with a handgun fell 31%.

In 2025, the CSI decreased in most provinces and territories, except in New Brunswick and Nunavut



The CSI should always be considered within a broader community context. For more information, consult the *Juristat Bulletin—Quick Fact* release "Understanding and using the police-reported Crime Severity Index."

Victims of homicide by a spouse or intimate partner, by gender

41% Women

5% Men

In 2025, men and boys accounted for the majority of homicide victims (74%). However, a larger proportion of women than men were victims of homicide by their spouse or intimate partner (41% versus 5%).[3]

The CSI fell in 29 census metropolitan areas in Canada

Largest decreases

-13%	Saguenay, Que.
-12%	Regina, Sask. and Windsor, Ont.
-10%	Trois-Rivières, Que.
-9%	Winnipeg, Man., St. Catharines–Niagara, Ont. and Kitchener–Cambridge–Waterloo, Ont.

Largest increases

+20%	Saint John, N.B.
+11%	Moncton, N.B.
+8%	Brantford, Ont. and London, Ont.
+7%	Fredericton N.B.

4,708 HATE CRIME INCIDENTS

The number of police-reported hate crimes fell 3%. Hate crimes targeting religion declined 18%, while those targeting sexual orientation decreased 19%. Hate crimes targeting race or ethnicity were essentially stable.

1. While the crime rate measures the volume of crime, the CSI measures the volume and severity of crime. To determine severity, all crimes are assigned a weight based on sentences handed down by Canadian courts. More serious crimes are assigned higher weights, while less serious crimes are assigned lower weights. As a result, more serious offences have a greater impact on changes in the index. The CSI is an area-based measure that summarizes police-reported crime as an index value. The CSI is not an indicator of overall safety and should be interpreted in a broader community context.
2. Following a change to the *Criminal Code* in 2025, the category "child pornography" was renamed "child sexual abuse and exploitation material." Due to a higher volume and complexity of child sexual abuse and exploitation material cases, police services may lack the resources to investigate all identified cases and encounter broader investigative challenges. As a result, the annual changes in police-reported incidents of these crimes likely reflect the number of investigations undertaken during the year, and therefore may be an undercount of the number of incidents coming to the attention of police. For more information, consult the *Juristat* article "Online child sexual exploitation: A statistical profile of police-reported incidents in Canada, 2024."
3. Excludes homicides where no accused has been identified, the accused-victim relationship was not known, or the victim's gender was not known (30% of homicides).

Source: Statistics Canada, Canadian Centre for Justice and Community Safety Statistics, Uniform Crime Reporting Survey, 2025.

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Statistics Canada Statistique Canada

www.statcan.gc.ca

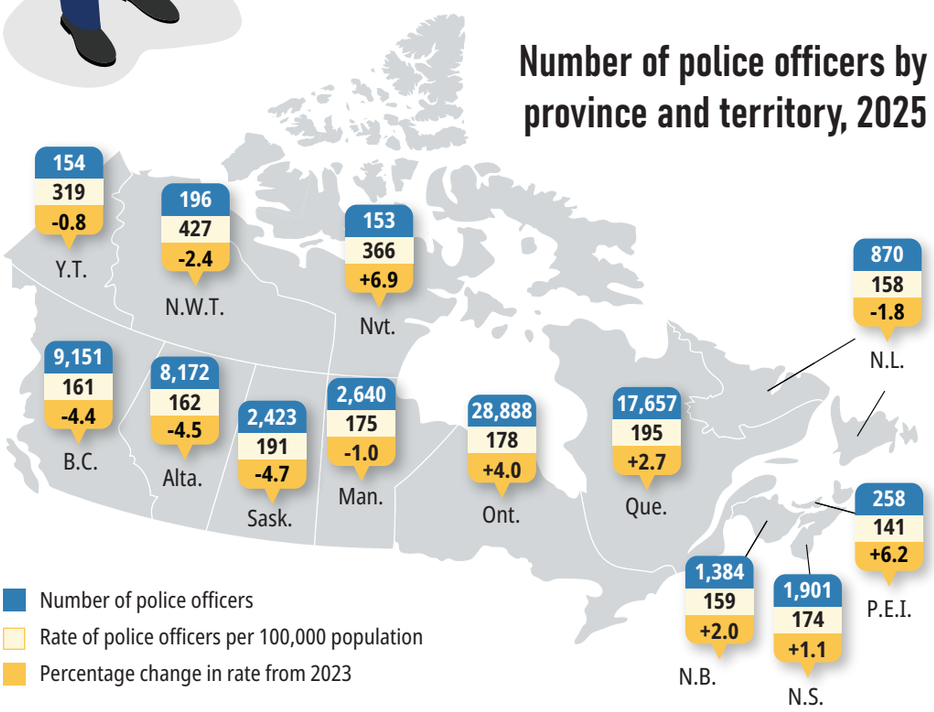
Canada



POLICE PERSONNEL AND EXPENDITURES IN CANADA, 2025

As of May 15, 2025, there were **75,107** police officers in Canada,[1] **3,641** more than in 2023. This represents a rate of police strength of **180** officers per 100,000 population, **an increase of 1.1%** from 2023.

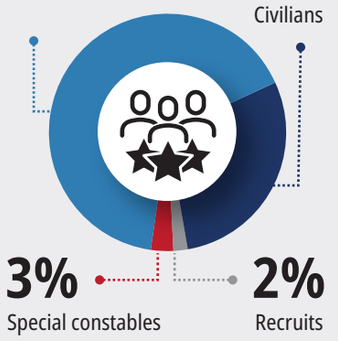
Number of police officers by province and territory, 2025



Number of police officers
Rate of police officers per 100,000 population
Percentage change in rate from 2023

Police personnel





WOMEN IN POLICING

Gender representation of police officers



77% Men



23% Women

In 2025, there were **917 more women police officers** than in 2023.

Women accounted for **69%** of civilian employees, **34%** of special constables and **23%** of recruits.

Indigenous and racialized police officers[2]



9.7% of police officers were racialized.

3.7% of police officers were Indigenous.

Calls for service

Across Canada, police services received **14.8 million** calls for service.

Police operating expenditures

In 2024/2025, operating expenditures for policing totalled **$22 billion**, up **12%** from 2022/2023.

1. Data for Canada include Royal Canadian Mounted Police (RCMP) personnel assigned to operations, corporate headquarters, RCMP Academy, Depot Division, and forensic labs. They are not represented on the map.
2. Data are collected from police services through self-identification by personnel.

Note: Data on overall police personnel, women in policing, and Indigenous and racialized personnel are based on a "snapshot date" of May 15, 2025. The other data in this infographic represent the calendar year ending December 31, 2024 (or March 31, 2025, as some police services operate on a fiscal year basis). Percentages may not add up because of rounding.

Source: Statistics Canada, Canadian Centre for Justice and Community Safety Statistics, Police Administration Survey, 2025.

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OWEN SOUND POLICE SERVICE

BOARD POLICY

Issued:
Reviewed:
Revised:
May 15, 2023
December 18, 2024, September 23, 2026

Expires: Indefinite

Rescinds: OSPSB GP-009 Financial Management

OSPSB GP-009 Financial Management

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1. Preamble:

a) It is the policy of the Owen Sound Police Service Board (the Board) to regulate financial issues including budget processes and controls, capital financing policy, cash control policy and policy regarding the use of the reserve fund for the Owen Sound Police Service;

b) The *Community Policing and Safety Act (CSPA*), provides that the Board is responsible for the submission of budget estimates to Council annually;

c) The *CSPA* makes provision under section 258, for the Board to use proceeds of property sold at auction and the use of unclaimed money for any purpose that it considers to be in public interest;

d) The Board is accountable to the citizens of Owen Sound for the use of these resources; and

e) The Board deems it expedient to adopt a policy to govern financial matters including budget processes and controls, purchasing practices, capital financing, cash control and use of the reserve fund.

2. **Goals:**

The Goal of this policy are as follows:

a) To maximize the dollars being spent by using a competitive process;

b) To promote fairness to all parties involved in the procurement process;

c) To eliminate duplication, waste and promote ethical practices by the Police Service Board; and

d) To achieve the goals in the organization in the most cost-effective manner.

3. **Definitions:**

a) Board - means the Owen Sound Police Service Board;

b) Budget - means the approved budget of the Owen Sound Police Service Board approved by the Council of the City of Owen Sound;

c) Budget Process - means the approved process for the development and preparation of annual estimates for submission to Council;

d) Capital Expenditures - means any significant expenditure incurred to acquire or improve land, buildings, engineering structures, machinery and equipment used in the provision of policing services;

e) Chief - means the Chief of Police of the Owen Sound Police Service;

f) City - means the Corporation of the City of Owen Sound (the City);

g) Council - means the Council of the Corporation of the City of Owen Sound; and

h) Director of Finance - means the Director of Finance for the City of Owen Sound.

4. **Budget Process:**

a) Pursuant to the *CSPA,* the Board will submit operating and capital estimates to the Municipal Council showing, separately, the amounts that will be required:

I. To maintain the Police Service and provide it with equipment and facilities; and

II. To pay the operating expenditures required by the Board, other than the remuneration of Board Members.

b) The Council of the City of Owen Sound and the Board shall determine the format of the estimates, the period they cover and the timetable for their submission:

I. The Finance/Budget Committee for the Owen Sound Police Service Board will oversee the deliberation of the budget and will be a Committee of the Whole Board and will further submit the final budget to the Board for presentation to the City Council.

c) Pursuant to the format established by the City and in accordance with the direction of the Board, the Chief of Police shall:

I. In consultation with the Board and Members of the Police Service, establish the estimates and plans of financing required to maintain the Police Service for operating expenditures and capital expenditures, including salaries, equipment, facilities, programs, training, and projects, as the Chief of Police deems appropriate; in accordance with this policy and the Board's Protocol agreement with the City;

II. The Chief of Police will prepare acquisition forms to obtain the required information from each department, for presentation to the Finance/Budget Committee, amounts required for the next fiscal year's budget. These acquisitions should contain explanations for increases and descriptions of new programs being offered;

III. The Chief of Police shall develop a budget timetable and budget guidelines for submission to the Board, as directed by the Board, taking into account, among other things, the needs of the Police Service, the financial implications of Provincial or Federal initiatives, the financial implications of other external influences, and any budget guidelines received from the City;

IV. The proposed programs and requirements will be evaluated and discussed by the Board and prioritized or rejected;

V. After the changes and recommendations have been incorporated into the proposed budget, a further review by the Board is conducted and any further recommendations for change is included;

VI. A final review by the Board is completed and the budget is set with supporting documents, for presentation to the Board;

VII. The Board approved estimates are then submitted to the City for review, conforming to the established City budget format, in accordance with the protocol agreement between the City and the Board;

VIII. After the Board's review of the budget, a package is prepared, including the services goals, objectives, and accomplishments from the current year, which may be released to the community groups and stakeholders for their input; and

IX. A special public meeting of the Board may be setup to deal with the input of the community groups and stakeholders and other public input and the budget is approved by the Board; if further public input is required an additional session may be scheduled prior to approval.

5. **Reporting and Financial Controls:**

In accordance with the direction of the Board, the Chief of Police shall:

a) Report to the Board on a monthly basis, or as otherwise directed by the Board, the status of the budget expenses including any variances;

b) Ensure that a system of accounting is in place which provides for adequate control of all money received and disbursed by the Police Service;

c) Ensure that all revenue received and money disbursed, including petty cash systems, are appropriately recorded, receipted, and reported to the Board monthly, or as otherwise requested by the Board;

d) Ensure that all revenue received is forwarded to the Treasury of the City of Owen Sound for deposit and allocated to the credit of the Board's budget;

e) Ensure that adequate security is provided for all money received as revenue, found property or other assets in the possession of the Police Service;

f) Shall establish and maintain current records on all capital assets of the Board, to ensure retention and accountability of the Police Service's assets;

g) Ensure that adequate procedures are in place to ensure that property and/or money seized, found or otherwise in possession of the Police Service is not converted to Police Service use, or Member use, without prior approval of the Board;

h) Ensure that the Owen Sound Police Service credit card(s) and other means of charge, are properly controlled and used for Police Service business exclusively; and that the Chair of the Board be responsible for approving the Chief of Police's expenses;

i) Ensure an approval process is established and procedures to ensure the validity of claims for travel and meal expenses, by Members of the Police Service are controlled in accordance with Appendix "B" attached hereto, as amended from time to time and to the criteria outlined in the personnel contracts;

j) No contracts or agreements shall be entered into for the provision of police services, dispatch services, other specialist services or other contractual encumbrance on behalf of the Board, without the prior approval of the Board; and

k) The Board will submit projections to City Council on or before September 30th of each year, for the City's review.

These projections will include current expenses to the end of August of the year and will estimate any surplus or deficit projected to be incurred in the current budget, to the end of the year.

6. **Purchasing:**

In accordance with the direction of the Board, the Chief of Police shall:

a) Ensure that approval is obtained from the Chief of Police or designate, prior to any Member of the Police Service obtaining any item, article or other encumbrance impacting on the Board's annual budget, in accordance with Appendix "A" attached hereto, and as amended from time to time;

b) Ensure that expense limits established through the annual budget authorized by the Board are not exceeded:

I. Without obtaining the prior approval of the Board and further authorization of the City; and

II. Not withstanding Section 6 (a) of this Policy, an emergency expenses required to maintain the security of the Police Service may be expended without prior authority with a full report to the Board.

c) In situations where access to reserve accounts is necessary for an emergency, the Chief of Police shall ensure that a full report is submitted to the Board.

7. **Reimbursement of Expenses:**

It is the policy of the Owen Sound Police Service Board that this Policy applies to Board Members and Chief of the Owen Sound Police Service with respect to expenses incurred as a result of attendance at conferences, conventions, seminars, training sessions, workshops and meetings related to their duties with the Board.

The Chief of Police will ensure that a separate procedure(s) will be in place to govern such expenses for all Members of the Owen Sound Police Service.

As always, exceptions can apply in some cases and Board Members who find themselves in a situation not described in this policy must inquire as to what direction to take. Furthermore, it is the responsibility of the Board Member to check beforehand if an anticipated expense not listed would be covered.

The following guidelines should apply:

a) Eligible Expenses:

Board Members and the Chief of Police will be reimbursed for:

I. Mileage travel costs to and from an event upon submission of an Expense Claim Form will be based on mileage and is to be paid based on the rate paid by the City; and

II. Should a Board Member or the Chief of Police feel it is necessary to rent a car in order to attend an event, approval must be received from the Chair of the Board, and the cost may be claimed as an expense; original receipts required.

b) Conference Approval Process:

I. Throughout each year, Board Members and Staff will receive information outlining the dates, locations, and estimated cost of commonly attended annual conferences, training, and seminars for that year. Details of all conferences/training shall be brought to the Chief of Police's attention as they become available;

II. Board Members may elect to attend up to two (2) conferences per year of two or more days. Attendance at a conference that would be in addition to the two elected by the Board Member must be approved by the Board in advance;

III. The Board Secretary will make arrangements for registration and hotel accommodations on behalf of the Board Member, through use of the Corporate Purchasing Card. Where possible, registration costs should be those of the "early registration cut-off date" in order to take advantage of discount. The Board Member is responsible for travel arrangements, unless otherwise arranged, and will be reimbursed upon submission of a duly completed Expense Claim Form;

IV. The Board Secretary will make arrangements for the Chief of Police's registration and hotel accommodations on behalf of the Chief of Police, through use of the Corporate Purchasing Card. Where possible, registration costs should be those of the "early registration cut-off date" in order to take advantage of discounts on registration. Hotel accommodation will be at a single occupancy rate. The Chief of Police is responsible for travel arrangements, unless otherwise arranged, and will be reimbursed upon submission of a duly completed Expense Claim Form;

V. Every attempt will be made to reserve accommodation at the hotel where the conference, seminar, or workshop is being held;

VI. If a special accommodation rate is not offered, the government or corporate rate is to be requested;

VII. Members will receive copies of all confirmation documentation for registration, travel arrangements, and accommodation once confirmed and at least one week prior to departure unless an emergency situation exists; and

VIII. Reference – Appendix "B.

c) Ineligible Expenses:

I. Any pre and post conference social/recreational tours and/or events;

II. Excessive long-distance telephone calls;

III. Travel, meals and/or accommodation expenses for accompanying family members/companions;

IV. Alcoholic beverage charges;

V. Snacks;

VI. Dry cleaning/laundry;

VII. In-room movies/pay per view television;

VIII. Loss of personal effects that may occur while travelling on behalf of the Police Service Board;

IX. Travel booked using Aero plan miles or reward points accumulated on personal credit cards;

X. Taxi charges when shuttle service is available;

XI. The cost of purchasing out-of-country medical insurance coverage; and

XII. Any other items of a personal or discretionary nature.

d) Expense Claims/Reimbursement:

Approval and reimbursement of travel expense claims will be in accordance with the following:

I. All claims for expenses except per diems must be accompanied by the original receipt. Photocopies will not be accepted;

II. Claims for Board Members shall be submitted to the Board Office and Staff Members shall submit claims to the Executive Assistant following the completion of travel;

III. Claims for expenses must be presented within 14 (fourteen) days of a Member's return from a function;

IV. All expense claim forms must be approved and signed by the Chief of Police or designate;

V. Duly authorized Expense Claim Forms will be submitted to the City of Owen Sound Finance Department for payment in a timely manner;

VI. The cost incurred in converting reasonable sums to foreign currencies and/or reconverting any unused balance to Canadian currency shall be reimbursed, based upon receipts, from all transactions and sources. Canada currency exchange rate shall apply.

In cases where the Bank of Canada does not provide an exchange rate, an alternate bank rate from an established institution shall be applied. The rate shall be the average of the rates applicable on the initial date into the country and final date out of the country;

VII. Mileage:

- mileage travel costs to and from an event upon submission of an Expense Claim Form will be based on mileage and is to be paid based on the rate paid by the City (Ref: Appendix B); and

- when more than one Member is travelling in the same private vehicle, only the vehicle operator is entitled to claim mileage.

VIII. Only the Member's meals are reimbursed; and

IX. Reasonable parking fees at hotels/parking lots will be fully reimbursed.

8. **Policy Compliance:**

In addition, the Chief of Police shall develop procedures or directives to ensure that Members of the Police Service are familiar with and comply with the requirements of this policy.

9. **Procurement of Goods and Services:**

Reference: “Bylaw No. 2020-002 A Bylaw to adopt a policy “Procurement of Goods, Services, Construction, or Consulting Policy for the City of Owen Sound”

_____ December 18th, 2024

Chair Date

_____ December 18th, 2024

Board Secretary Date

Appendix "A"

Owen Sound Police Service Board

Financial Management Policy

It is the policy of the Owen Sound Police Service Board with respect to purchasing procedures for the Owen Sound Police Service, that the Chief of Police will ensure:

a) That authorizations within the annual budget constitutes the Board's authorization and no purchase will exceed the amount authorized to be expended through the annual budget, until approved by the Board;

b) That requirements for goods or services not exceeding $25,000.00 will be authorized under the discretion of the Chief of Police for further approval by the Board;

c) That requirements for goods or services in excess of $25,000.00 but less than $125,000.00, will have three written quotations and shall be reported to the Board in the Information Package of the following meeting;

d) That all requirements for goods or services in excess of $125,000.00 will be tendered by the City Purchasing and Materials Manager in accordance with the City of Owen Sound Financial Policy;

e) That tenders shall be opened within a reasonable time after the closing of tenders, and that this opening date be included in the tender;

f) Each tender will be dated when received and a full report including names of all tenders, and quoted price, shall be reported to the Board, accompanied by a recommendation to the Board on the preferred tender. To protect the integrity of each procurement process, each bidder will be contacted with notification of the winning bidder and price details. The process shall be articulated and strictly adhered to, and no prices will be divulged until such time that the process is complete;

g) That the Board's approval will be obtained prior to any non-budgeted merchandise being purchased and subsequently, the City's authorization;

h) The Owen Sound Police Service cannot see under any circumstances where in-house bids would apply, but the Police Service will be vigilant should any opportunity arise;

i) Where, in the opinion of the Chief of Police, an emergency occurs and the Chief of Police deems it necessary due to an imminent or actual danger to the life, health, or safety of an official, employee or citizen they may initiate a purchase order in excess of the pre-authorized expenditure limit. Any purchase order issued under such conditions together with a source of funding provided by the City Manager shall be justified and reported at the next meeting of the Police Service Board following the date of the requisition; and

j) The Chief of Police may, under the conditions as hereinafter set out, purchase by negotiating with one or more sources or bidders and in such case the requirements for inviting tenders and quotations may be waived when due to market conditions and in the judgement of the "Purchasing and Materials Manager" goods are in short supply, where there is only one source of supply for the goods or services, where two or more identical bids have been received, where the lowest bid meeting specifications is excessive in total cost and/or substantially exceeds the estimated costs, when all bids received fail to meet the specifications and/or tender terms and conditions and it is impractical to recall tenders or quotations. This section is subject to the Board’s prior approval.

Appendix "B"

Owen Sound Police Service Board

Financial Management Policy

Expenses for mileage and travel related costs, in or out of the City will be reimbursed as follows:

Effective on the passing of this policy, the Police Services mileage rate will be paid at a rate equal to the rate paid by the City of Owen Sound for the use of private vehicles used for work purposes, with regard to the Board and Police Services business.

Travel and meal expenses will be paid in accordance with personnel contract, the collective agreement, or pertinent Standing Orders for authorized expenses relating to expenses incurred while on authorized Police Services business. In the absence of a stipulated rate through an agreement or contract, the member will be paid on actual costs and will not exceed the following daily maximum.

Attendance by Board members at conferences, conventions, seminars, and training courses require approval by the Owen Sound Police Service Board. Members of the Board who are also members of City Council will be reimbursed under this policy, while on approved Board business or may submit to the City under their expense policy. The Board will be reimbursed for actual expenses incurred while on approved Board business by presenting original receipts. The Board will not be responsible for any expense incurred by a Citizen Member of a committee while in attendance at any function, without prior approval of the Board. Registration fees and accommodation for the spouse/companion of a Board Member will be paid by the Board in addition to attendance at special dinner meetings and banquets related to Board business.