

**4**

**APPROVAL OF  
PREVIOUS  
MINUTES**



# Corporation of the Municipality of Calvin

## REGULAR MEETING OF COUNCIL MINUTES

Date: March 25, 2025

Time: 6:00 pm

1355 Peddlers Drive, Calvin, ON

Attendance: Mayor Gould, Councillors Latimer (Teams), Manson, Moreton; Staff: CAO Donna Maitland, Public Works Superintendent Ann Carr and Deputy Clerk Trish Araujo

Regrets: Councillor Grant

Guests: T Hutchison Municipal Insurance Services, A Mannella DNSSAB Presentation

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### 1. CALL TO ORDER

**Resolution Number: 2025-101**

**Moved By:** Councillor Moreton

**Seconded By:** Councillor Manson

**NOW THEREFORE BE IT RESOLVED THAT** this March 25<sup>th</sup>, 2025, Regular Meeting of Council be called to order @6:00 p.m. by Mayor Gould who indicates that Councillor Grant has submitted his regrets and is unable to attend this meeting, and that quorum has been achieved;

**AND WHEREAS** tonight's agenda includes an information, education and training component and there are people in the audience who may be here with questions related to the topic, we resolve to suspend the Procedural By-law for the purposes of allowing questions from the floor during agenda item 8.2 Presentation by DNSSAB.

**Result: Carried**

### 2. APPROVAL OF AGENDA

**Resolution Number: 2025-102**

**Moved By:** Mayor Gould

**Seconded By:** Councillor Moreton

**NOW THEREFORE BE IT RESOLVED THAT** the Council for the Corporation of the Municipality of Calvin hereby amends the agenda as circulated to defer 6.1 CAO020-2025 CAO Report to Council - Municipal By-Laws protected by copyright to the August 19, 2025, regular meeting of Council.

**Result: Carried**

### 3. DECLARATIONS OF PECUNIARY OR CONFLICT OF INTEREST - NONE

### 4. APPROVAL OF PREVIOUS MEETING MINUTES

**Resolution Number: 2025-103**

**Moved By:** Councillor Manson

**Seconded By:** Councillor Moreton

**NOW THEREFORE BE IT RESOLVED THAT** the minutes for the Regular Council Meeting of March 11<sup>th</sup>, 2025, be approved as presented and circulated.

**Result: Carried**

### 5. DELEGATIONS TO COUNCIL - NONE

## **6. BUSINESS ARISING FROM PREVIOUS COUNCIL MEETINGS**

### **6.1 CAO20-2025 CAO Report to Council-Municipal By-Laws protected by copyright**

**Resolution Number: 2025-**

**Moved By: Councillor**

**Seconded By: Councillor**

WHEREAS by Resolution Number 2025-74 Council for The Corporation of the Municipality of Calvin directed staff to search the by-laws of the Municipality of Calvin for any copyrighted by-laws and bring them before Council as a list for further direction;

AND WHEREAS Council for the Corporation of the Municipality of Calvin received and discussed CAO Report 20-2025 reporting that all but one by-law or policy protected by copyright have since they were adopted been repealed and replaced with a recommendation that it is not necessary to repeal or replace it.

**Result: Deferred to August 19, 2025, in the Approval of Agenda area today's meeting -Resolution Number 2025-102**

### **6.2 Fire Chief Report-**

**Resolution Number: 2025-104**

**Moved By: Mayor Gould**

**Seconded By: Councillor Moreton**

WHEREAS The Fire Chief was absent from the March 11<sup>th</sup> meeting and her report was deferred to the March 25<sup>th</sup> meeting for discussion,

NOW THEREFORE BE IT RESOLVED THAT in the absence of the Fire Chief at today's meeting, Council for the Corporation of the Municipality of Calvin defers this item to a future date to be decided.

**Result: Carried**

### **6.3 District of Nipissing Social Service Administration Board Housing Services Information Material**

**Resolution Number: 2025-105**

**Moved By: Councillor Moreton**

**Seconded By: Councillor Manson**

WHEREAS in response to Council Resolution Number 2025-85 Council for the Corporation of the Municipality of Calvin directed staff to approach DNSSAB to mail out or provide The Corporation of the Municipality of Calvin with copies to mail to households in Calvin;

AND WHEREAS on March 18, 2025, DNSSAB advised Municipal staff they will supply the Municipality with 250 hard copies of the Housing Program Overviews flyer,

AND WHEREAS upon receipt they will then be mailed out by the Municipality to Calvin households at approximately a cost of \$75,

NOW THEREFORE BE IT RESOLVED this matter be closed.

**Result: Carried**

### **6.4 Hwy 17 Signage Space - Obtaining Permits**

**Resolution Number: 2025-106**

**Moved By: Councillor Latimer**

**Seconded By: Councillor Moreton**

WHEREAS on March 11<sup>th</sup>, 2025, through resolution number: 2025-86 Council directed staff to proceed with obtaining 2 MTO permits to secure appropriate signage space along Hwy 17;

AND WHEREAS this transaction has been completed through the purchase of two permits (EC-2025-54N-00000050 and EC-2025-54N-00000051) securing sign space at the two locations approved by Council at its March 11<sup>th</sup>, 2025, meeting,

NOW THEREFORE BE IT RESOLVED that the resolution's action item is now considered closed, noting as decided at the March 11<sup>th</sup> meeting, that Council will decide at a future date whether to obtain signage for display at these locations.

**Result: Carried**

## **7. CONSENT AGENDA ITEMS FOR INFORMATION PURPOSES**

**Resolution Number: 2025-107**

**Moved By: Councillor Moreton**

**Seconded By: Councillor Manson**

- 7.1 Federal Government (Prime Minister) – Carbon Tax
- 7.2 Motion to Request Landlord Tenant Reforms
- 7.3 Inspection of 2025-2026 Annual Work Schedule for Nipissing Forest
- 7.4 Premier Doug Ford Unveils Cabinet to Protect Ontario

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin hereby receive the Consent Agenda Items as presented.

**Result: Carried**

## **8. ADMINISTRATIVE MATTERS:**

### **8.1 2025-2026 Municipal Insurance Renewal**

**Resolution Number: 2025- 108**

**Moved By: Councillor Manson**

**Seconded By: Councillor Moreton**

WHEAREAS Council for the Municipality of Calvin received information and a presentation from its insurer with respect to the 2025-26 Insurance Renewal Proposal,

NOW THEREFORE BE IT RESOLVED THAT there is no further action beyond the renewal of this policy.

**Result: Carried**

### **8.2 DNSSAB Housing Initiatives Targets Calvin -Presentation by Adam Mannella**

**Resolution Number: 2025-109**

**Moved By: Councillor Manson**

**Seconded By: Councillor Moreton**

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin hereby heard and received DNSSAB Housing Initiatives Target Calvin-Presented by Adam Manella in an open information session.

**Result: Carried**

### **8.3 CAO18-2025 Association of Municipalities of Ontario (AMO) 2025 Conference**

**Resolution Number: 2025-110**

**Moved By: Councillor Manson**

**Seconded By: Councillor Latimer**

WHEREAS the Council for the Corporation of the Municipality of Calvin does hereby receive CAO Report 18-2025 for information purposes and considered the benefits of participating in the 2025 AMO annual conference in Ottawa August 17-20, 2025;

NOW THEREFORE IT BE RESOLVED THAT, the Council for the Corporation of the Municipality of Calvin authorizes the CAO to attend,

AND FURTHER THAT up to (1) one council member be authorized to attend the AMO 2025 conference.

**Result: Carried**

### **8.4 CAO19-2025 Federation Canadian Municipalities (FCM) Annual Conference**

**Resolution Number: 2025- 111**

**Moved By: Councillor Manson**

**Seconded By: Councillor Moreton**

WHEREAS the Council for the Corporation of the Municipality of Calvin does hereby receive CAO Report 19-2025 for information purposes and considered the benefits of participating in the 2025 FCM Annual Conference in Ottawa, May 29-June 1, 2025;

NOW THEREFORE BE IT RESOLVED THAT neither the Council for the Corporation of the Municipality or staff will participate at this event.

**Result: Carried**

### **8.5 CAO21-2025 Statement of 2024 Council Remuneration & Expenses**

**Resolution Number: 2025-112**

**Moved By: Councillor Manson**

**Seconded By: Councillor Moreton**

WHEREAS Section 284 of the Municipal Act, 2001, S.O. 2001, c. 25 as amended, requires that the Treasurer of a Municipality shall in each year on or before March 31<sup>st</sup> provide to the Council of the Municipality an itemized statement on remuneration and expenses paid for the previous year;  
NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin receives the report entitled CAO21-2025: Statement of 2024 Council Remuneration & Expenses.

**Result: Carried**

### **8.6 PWS-01-2025 Public Works Superintendent's Report**

**Resolution Number: 2025-113**

**Moved By: Councillor Manson**

**Seconded By: Councillor Moreton**

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin receives for information purposes, the report entitled Public Works Superintendent's Report PWS-01-2025.

AND FURTHER THAT The Corporation of the Municipality of Calvin extends the current contracts currently in place with Algonquin Provincial Park Access, Columbia Forest Products, Samuel de Champlain Provincial Park, and Canadian Ecology Centre to December 31, 2025.

**Result: Carried**

### **8.7 By-Law 2025-16 to Repeal By-Law 2005-007 Being a By-Law for Reduced Loads Restrictions and Exemptions on Highways**

**By-Law 2025-16**

**Resolution Number: 2025-114**

**Moved By: Councillor Moreton**

**Seconded By: Councillor Manson**

WHEREAS By-Law 2025-16 being a by-law for Reduced Load Restrictions and Exemptions on Highways shall repeal By-Law 2005-007 to align the Reduced Load Restrictions and Exemptions By-Law to reflect Sections 110 and 122 of the Highway Traffic Act R.S.O. 1990, c.H.8;

AND WHEREAS the Council of the Municipality of Calvin deems it advisable to align the By-Law with the Highway Traffic Act,

NOW THEREFORE BE IT HEREBY RESOLVED that the Council of the Municipality of Calvin hereby approves the repeal of By-Law 2005-007 and that By-Law 2025-16 as attached and hereby is imposed and ratified.

**Result: Carried**

### **8.8 CAO22-2025 report to Council Shared Building Services Management Committee**

**Resolution Number: 2025-115**

**Moved By: Councillor Latimer**

**Seconded By: Councillor Moreton**

WHEREAS Council for the Corporation of the Municipality of Calvin received and discussed CAO report CAO22-2025

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin receives approve to enter into a Shared Building Services Management Agreement with the Township of Papineau-Cameron, the Municipality of Mattawan, as presented,

AND FURTHER THAT that Council adopt the CAO's recommendation that Council review the building department user fee schedule.

**Result: Carried**

## **9. AGENCIES, BOARDS, COMMITTEES**

**Resolution Number: 2025-116**

**Moved By: Councillor Moreton**

**Seconded By: Councillor Manson**

9.1 North Bay Mattawa Conservation Authority – Councillor Moreton -Reports

9.2 East Nipissing Planning Board- Councillor Grant, Mayor Gould

9.3 Physician Recruitment -Mayor Gould

9.4 Mattawa Regional Police Services Board - Councillor Grant

9.5 Canadian Ecology Centre – Mayor Gould

9.6 Cassellholme Exit Strategy-Mayor Gould

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin accepts the Agencies, Board, Committee verbal reports and/or Minutes provided by Council members at this meeting.

**Result: Carried**

## **10. CLOSED MEETING –**

**Resolution Number: 2025-117**

**Moved By: Councillor Moreton**

**Seconded By: Councillor Manson**

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin move into Closed Session at 8:18 p.m. to discuss:

- Personal matters about an identifiable individual, including municipal employees (s.239(2) (b))

**Result: Carried**

## **11. RETURN TO OPEN SESSION**

**Resolution Number: 2025-118**

**Moved By: Councillor Moreton**

**Seconded By: Councillor Manson**

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin move back into Open Session 9:48 p.m. and report that pursuant to Section 239 (2)(c) of the Municipal Act 2001, it moved into Closed Session to discuss personal matters about an identifiable individual, including municipal employees; that it accepts the Fire Chief's resignation due to health reasons effective April 01, 2025 and offer Deputy Fire Chief Jordan Whalley the interim Fire Chief position as of that date until further notice.

**Result: Carried**

## **12. CONFIRMATORY BY-LAW**

**By-Law # 2025-17**

**Resolution Number: 2025-119**

**Moved By: Councillor Manson**

**Seconded By: Councillor Latimer**

NOW THEREFORE BE IT RESOLVED THAT By-Law 2025-17 being a By-Law to confirm the proceedings of Council be approved.

**Result: Carried**

## **13. ADJOURNMENT**

**Resolution Number: 2025-120**

**Moved By: Councillor Moreton**

**Seconded By: Councillor Manson**

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin now be adjourned at 9:50 p.m.

**Result: Carried**

**6**

**BUSINESS  
ARISING FROM  
PREVIOUS  
COUNCIL  
MEETINGS**

6.1 8.7  
6.2

**CAO**

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**From:** Fire Dept  
**Sent:** March 6, 2025 9:50 AM  
**To:** Deputy Clerk; CAO; Jordan Whalley  
**Subject:** Fw: council  
**Attachments:** CFD Feb 29, 2025.docx; resolution Mar 25 jason gieow.docx; Calvin CRA.docx; SIR Monthly Summary Report [4822-00] - 19022025.pdf; CFD flyers.docx; Calvin FD February 2025 CACC.pdf; NEFEC Registration Information and Rates \_ Ontario Association of Fire Chiefs.html; NEFEC Municipal Track \_ Ontario Association of Fire Chiefs.html; Agenda \_ Ontario Association of Fire Chiefs.html

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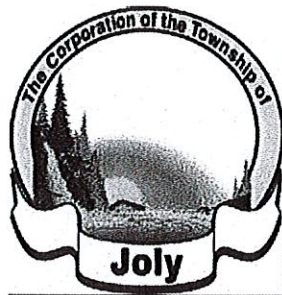
**From:** Fire Dept  
**Sent:** Thursday, March 6, 2025 9:46 AM  
**To:** Deputy Clerk <DeputyClerk@calvintownship.ca>; CAO <CAO@calvintownship.ca>  
**Subject:** council

Deferred from March 28, 2025 meeting.  
Please refer to March 28<sup>th</sup> meeting for report.

7

**CONSENT AGENDA  
ITEMS FOR INFORMATION  
PURPOSES**

7.1

**TOWNSHIP OF JOLY**

P.O. Box 519 , Sundridge , Ontario , P0A 1Z0  
Tel: 705-384-5428

March 11, 2025

**RESOLUTION****Resolution # 2025-0077****Agenda Item # 5.1 Blood Collection - No paid Plasma****Moved By :** Bill Black**Seconded By :** Tom Bryson**NOW THEREFORE BE IT RESOLVED THAT:**

Council for the Corporation of the Township of Joly hereby, supports Member Motion Item 23.1 by Toronto and the City of Hamilton Public Health Committee Report 24-005 (June 3, 2024).

**WHEREAS** Council for the Corporation of the Township of Joly expresses its opposition to the operation of private for-profit blood collection companies.

**AND FURTHER** Direct the Clerk to forward this resolution to Canadian Blood Services, federal, provincial and territorial Ministers of Health, Grifols Pharmaceuticals, and all Ontario Municipalities and request that they support only voluntary blood and plasma collection, where donors do not receive payment for their blood or plasma.

**Carried**

**Original Copy Signed**  
**Mayor**  
**Township of Joly**

The Corporation of the Municipality of St. Charles  
RESOLUTION PAGE



Regular Meeting of Council

**Agenda Number:** 8.2.  
**Resolution Number** 2025-070  
**Title:** Resolution Stemming from February 19, 2025 Regular Meeting - Item 8.1 - Correspondence #1  
**Date:** March 19, 2025

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**Moved by:** Councillor Loftus  
**Seconded by:** Councillor Lachance

**BE IT RESOLVED THAT** Council for the Corporation of the Municipality of St.-Charles hereby supports the Resolution No. 2025-01-08-15 passed on January 8, 2025 by the Township of Brudenell, Lyndoch and Raglan, regarding the Child Welfare Funding;

**AND BE IT FURTHER RESOLVED THAT** a copy of this Resolution be sent to the Premier Doug Ford; the Eastern Ontario Warden's Caucus (EOWC); the Eastern Ontario Mayor's Caucus (EOMC); the Ontario Association of Children's Aid Societies; the Association of Municipalities of Ontario (AMO); the Rural Ontario Municipal Association (ROMA); our local Member of Provincial Parliament (MPP); and all Ontario Municipalities.

CARRIED

  
MAYOR



**TOWNSHIP OF  
BRUDENELL, LYNDOCH AND RAGLAN**

42 Burnt Bridge Road, PO Box 40  
Palmer Rapids, Ontario K0J 2E0  
TEL: (613) 758-2061 · FAX: (613) 758-2235

January 8, 2025

The Honourable Doug Ford, Premier of Ontario  
Premier's Office  
Room 281, Legislative Building, Queen's Park  
Toronto, ON M7A 1A1

**RE: Child Welfare Funding**

Dear Mr. Ford,

Please be advised that at the Regular Council Meeting on January 8<sup>th</sup>, 2025, Council for the Corporation of the Township of Brudenell, Lyndoch and Raglan passed the following resolution, supporting the resolution from the County of Renfrew.

**Resolution No: 2025-01-08-15**  
**Moved by: Councillor Quade**  
**Seconded by: Councillor Banks**

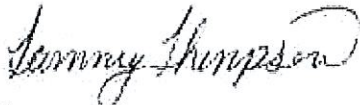
**"Be it resolved that the Council for the Corporation of the Township of Brudenell, Lyndoch and Raglan support the County of Renfrew's resolution regarding Child Welfare Funding as attached.**

**AND WHEREAS Council for the Township of Brudenell, Lyndoch and Raglan also formally requests that the Province of Ontario consult with and collaborate with Child Welfare agencies to develop an updated and equitable Child Welfare funding formula and that the newly developed funding formula be structured to ensure an equitable and proportionate distribution that meets the diverse, unique, individual and complex needs of the communities and populations served.**

**And further that this resolution be forwarded to the, the Honourable Doug Ford, Premier of Ontario, Renfrew Nipissing Pembroke MPP Johan Yakabuski, Association of Municipalities (AMO), Rural Ontario Municipal Association (ROMA), Eastern Ontario Warden's Caucus (EOWC), Eastern Ontario Mayors' Caucus (EOMC), Ontario Association of Children's Aid Societies (OACAS), and all municipalities in Ontario."**

**Carried.**

Sincerely,

A handwritten signature in cursive script that reads "Tammy Thompson".

**Tammy Thompson**

**Deputy Clerk**

**Township of Brudenell, Lyndoch and Raglan**

Office of the  
County Warden



9 INTERNATIONAL DRIVE  
PEMBROKE, ON, CANADA  
K8A 6W5  
613-735-7288  
FAX: 613-735-2081  
[www.countyofrenfrew.on.ca](http://www.countyofrenfrew.on.ca)

November 5, 2024

The Honourable Doug Ford  
Premier of Ontario  
Legislative Building  
Queen's Park  
Toronto, ON M7A 1A1  
Via email: [Premier@ontario.ca](mailto:Premier@ontario.ca)

RE: Child Welfare Funding

Dear Premier Ford:

The Council of the Corporation of the County of Renfrew, at their regular meeting on October 30, 2024, passed the following resolution regarding Child Welfare Funding. Council and our community are deeply concerned about the ongoing funding reductions to the child welfare sector. Renfrew County is experiencing a significant rise in complex social challenges within our communities, placing a heavy strain on local resources and hindering our ability to effectively support families in need.

**WHEREAS** the County of Renfrew and the City of Pembroke have no financial obligations concerning the funding of Child Welfare agencies; and

**WHEREAS** the Financial Accountability Office in June 2024 identified issues with funding in the Child Welfare sector; and

**WHEREAS** Family and Children's Services of Renfrew County has experienced a funding cut of \$1.59 million, or 10.8%, over the past ten years; and

**WHEREAS** Family and Children's Services of Renfrew County was provided planning allocations reflecting a further funding reduction of \$963, 603 over the next two years; and

**WHEREAS** Family and Children's Services of Renfrew County has achieved administrative efficiencies as a multi-service agency, has implemented various cost mitigation measures, including reductions in staff and services, and has reached a point where further measures could negatively impact children at risk and their families; and

**WHEREAS** both the County of Renfrew and the City of Pembroke are committed to improving the health and safety of their residents; and

**NOW, THEREFORE BE IT RESOLVED** that the County of Renfrew and the City of Pembroke formally request the Province of Ontario to consult with and collaborate with Child Welfare agencies to develop an updated and equitable Child Welfare funding formula; and

**BE IT FURTHER RESOLVED** that the newly developed funding formula be structured to ensure an equitable and proportionate distribution that meets the diverse, unique, individual, and complex needs of the communities and populations served; and

**BE IT FURTHER RESOLVED** that the Warden of the County of Renfrew and the Mayor of the City of Pembroke be directed to write a letter to Minister Parsa expressing their concerns and request a

meeting in the fall of 2024 or to submit a joint delegation request for the 2025 Rural Ontario Municipal Association (ROMA) conference;

**AND THAT** this resolution be shared with Premier Doug Ford, Renfrew-Nipissing-Pembroke MPP John Yakabuski, Association of Municipalities of Ontario (AMO), Rural Ontario Municipal Association (ROMA), Eastern Ontario Wardens' Caucus (EOWC), Eastern Ontario Mayors' Caucus (EOMC), Ontario Association of Children's Aid Societies (OACAS), and local municipalities.

A compounding challenge impacting our community is that the County of Renfrew has recently declared a state of emergency in response to the opioid crisis, with our service partner, the City of Pembroke, experiencing overdose death rates per capita that are twice the national average. Family and Children's Services of Renfrew County has been negatively impacted by a funding reduction of \$1.59 million over the past ten years and is facing a further cut of \$963,603 over the next two years. This continued erosion to the investment in our local child welfare agency will jeopardize the safety and wellbeing of vulnerable children and their families. The cuts will diminish the agency's capacity to offer essential support to those with the greatest need within our small and largely rural communities.

The social determinants of health play a critical role in shaping children's wellbeing, influencing their development, educational success, and overall health outcomes. For children in communities with geographic isolation and underdeveloped services such as we experience, these determinants become even more pronounced. In Renfrew County, families often face challenges such as limited access to quality healthcare, mental health support, and educational resources.

The lack of these essential services can result in children experiencing higher rates of chronic illnesses, mental health issues, and developmental delays. Furthermore, many families throughout our region are experiencing economic hardships, which can lead to poor nutrition, unstable housing, and heightened exposure to environmental stressors. Again, I am sure you will agree, all of which negatively impact children's long-term health and wellbeing.

Maintaining consistent funding for our rural agency that provides child protection and essential support services is vital. Without adequate financial support for these critical services, vulnerable children may not receive the interventions they need to develop and thrive. Child protection agencies are essential in safeguarding children from abuse and neglect while helping to address emotional and psychological challenges early in life, setting children on a path to healthier futures.

In an area like Renfrew County with limited clinical and assistive infrastructure, these services often become a lifeline, helping to mitigate the impact of social determinants on child health. Prioritizing funding for these services can help break the cycle of disadvantage, promote healthier environments, and ensure that all children have the opportunity to reach their full potential.

Thank you for your interest in our most vulnerable age group in our community.

Sincerely,



Peter Emon, Warden  
County of Renfrew  
[warden@countyofrenfrew.on.ca](mailto:warden@countyofrenfrew.on.ca)

## PUBLIC SERVICE ANNOUNCEMENT

For immediate release: March 31, 2025

### Health Unit Suspends Travel Vaccine Services

NORTH BAY, ON - The North Bay Parry Sound District Health Unit (Health Unit) will discontinue its travel vaccine services as of March 31, 2025. This includes providing travel consultations and administering travel vaccines, including yellow fever vaccine. Existing appointments will be honoured; however, no new appointments will be made.

The Health Unit is not funded to administer or provide consultation on vaccines for international travel and has had to adjust its services to align with the funding available for local public health units.

Individuals looking to receive a vaccine or consult a health professional prior to international travel can contact their nearest participating location or the following full-service travel clinics:

#### Sudbury NEOMO Travel Clinic

885 Prete St.  
 Sudbury, ON  
 705-419-2586 Ext. 2

#### Passport Health Barrie Travel Clinic

121 Wellington St. W, Unit 309  
 Barrie, ON  
 705-881-9843

- 30 -

#### Media Inquiries:

Kylie Wurdell, Public Relations Specialist  
 P: 705-474-1400, ext. 5221 or 1-800-563-2808  
 E: communications@healthunit.ca

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 Votre partenaire à vie pour vivre en santé.*

[myhealthunit.ca](http://myhealthunit.ca)

📍 345 Oak Street West,  
 North Bay, ON P1B 2T2

📞 1-800-563-2808  
 705-474-1400

📠 705-474-8252

📍 90 Bowes Street, Suite 201,  
 Parry Sound, ON P2A 2L7

📞 1-800-563-2808  
 705-746-5801

📠 705-746-2711



**Inspectorate  
of Policing**

**Service d'inspection  
des services policiers**

Office of the Inspector  
General of Policing

777 Bay St.  
7<sup>th</sup> Floor, Suite 701  
Toronto ON M5G 2C8

Bureau de l'inspecteur général  
des services policiers

777, rue Bay  
7<sup>e</sup> étage, bureau 701  
Toronto ON M5G 2C8

## Inspector General of Policing Memorandum

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

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

**DATE:** April 1, 2025

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

In recognition of the one-year anniversary of Ontario's *Community Safety and Policing Act* coming into force and the commencement of my mandate as the Inspector General of Policing, I am pleased to share **The Road Ahead: A Strategic Plan for Ontario's Inspectorate of Policing 2024-2027**. Our Strategic Plan serves as a roadmap outlining the Inspectorate of Policing's (IoP) vision for the next three years. It will guide us in moving forward on our priorities and the work that brings those priorities to life, fulfilling our legislated mandate of serving the public's interest.

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

Over the next three years:

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

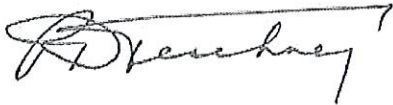
I would like to extend my appreciation to you, Ontario's policing sector, for your invaluable perspectives, which have informed the development of this Plan. In my engagements with you, I have said that it is important for you to see value in the IoP's work; and, so, your insights must necessarily inform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

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to read "R. Teschner", with a stylized flourish at the end.

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

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

2024-2027

# THE ROAD AHEAD

A Strategic Plan for  
Ontario's Inspectorate  
of Policing

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# Land Acknowledgement

The Inspectorate of Policing (IoP) recognizes that its work, and the work of its community partners, takes place on traditional territory of Indigenous Nations in Ontario, including the Anishinaabe (comprising the Algonquin, Mississauga, Ojibwe, Anishinew (Oji-Cree), Odawa and Pottawatomi peoples), the 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 IoP is honoured to collaborate with First Nations, Inuit and Métis leadership, partners, and communities across their territories. The IoP is committed to deepening its understanding of the rich history of this land while honouring the inherent and treaty rights of Indigenous peoples.

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

# Message from the Inspector General of Policing of Ontario

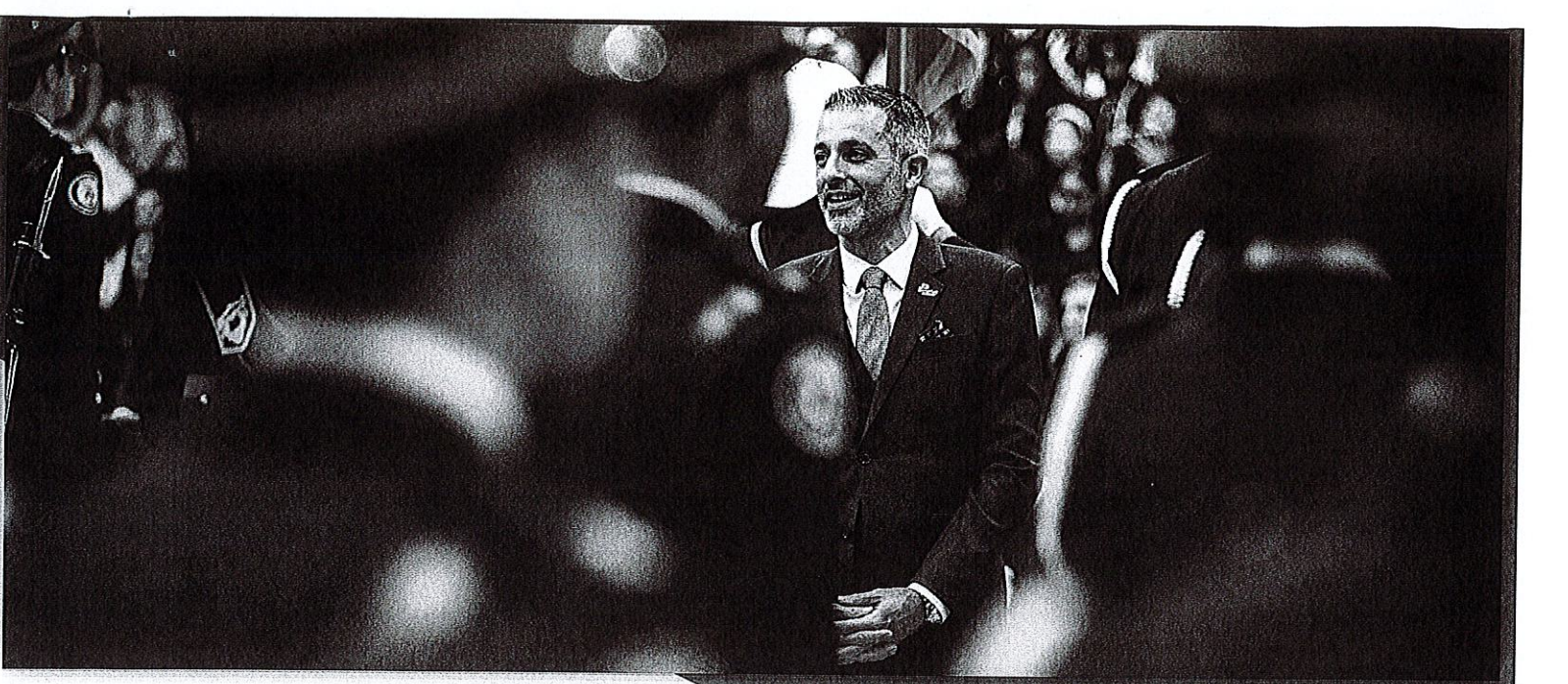
Policing is a core public service. When danger strikes, we expect the police to be there to keep us safe. Whether the police are called on to respond to an active threat, investigate an offence after it has occurred, or prevent crime before it happens, their role is complex, constantly evolving, and fundamental to a safe society.

We deserve the best policing possible, and police services deserve a system that supports them as they do their important work. Society must look ahead to ensure that the police we call upon are equipped to anticipate and effectively address new and emerging threats. Our institutions of independent civilian governance, including police service boards, must ensure that local policing is accountable and being delivered fairly, effectively, and in a manner that meets community needs.

As the grandson of Holocaust survivors, I grew up understanding that when the power of the state – including the police – is misused, the consequences can echo for generations. Early on, **my grandparents' stories taught me the importance of ensuring policing services respect, serve and protect all people, regardless of who they are or where they live.** And so, it is the legacy of my grandparents and the reminders of their sacrifice that drive my commitment towards public safety and guide me as I lead the Inspectorate of Policing.



**"I am proud to serve as Ontario's Inspector General of Policing (IG), and I am confident that the IoP's work in the coming years, guided by the compass this plan represents, will help Ontario distinguish itself for policing excellence worldwide."**



As we embark on a new era of policing oversight in Ontario, **the IoP is steadfastly committed to improving performance in policing to make everyone in Ontario safer.** This is not just a vision, but our mission – a mission now made more tangible with the **launch of the IoP's inaugural Strategic Plan.**

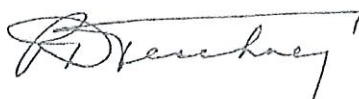
This Strategic Plan serves as a roadmap to guide us in fulfilling our mandate and achieving our vision over the next three years. This Plan outlines our approach and the specific work we will undertake to make **lasting, positive impact on Ontario's policing sector** and the diverse public it serves. The IoP has a role to play in building bridges between those that deliver policing services, and the public who live, work, and visit in the communities our police serve.

We are committed to engaging police services, boards, employers of special constables, community groups and other police oversight bodies and government to achieve our mission.

We will ask the tough questions the public deserves to have answered, identify best practices in performance where they exist, and be a 'right touch' regulator in using our compliance and enforcement tools where they are needed to improve policing performance and maintain public safety.

**I am proud to serve as Ontario's Inspector General of Policing,** and I am confident that **the IoP's work** – guided by the compass this plan represents and delivered by a dedicated group of public servants that act as inspectors, investigators, advisors, data analysts, data scientists and performance measurement experts – will help Ontario distinguish itself for policing excellence worldwide.

Thank you for your early trust and confidence as the IoP works each day to make Ontario safer for all.



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

# Purpose of the Strategic Plan

Our Strategic Plan serves as a comprehensive roadmap that outlines our vision over the next three years. It will guide us in establishing our priorities and processes to fulfill our legislated mandate of serving the public's interest.

We adopted a three-year approach to achieve these objectives, providing a structured framework for decision-making while remaining flexible to adapt to changing public safety needs. This timeframe pushes us to continually assess and enhance our approach in fulfilling the Inspector General's mandate, based on feedback from the community and results of our work. Through this process, we can identify what we could do differently in pursuit of improving policing service delivery in Ontario. By prioritizing evidence-based decision-making and fostering a culture of continuous growth, we also aim to ensure that Ontario's policing sector – comprised of police services, boards, and special constable employers – operate in a manner that is effective, transparent, accountable, and responsive to the needs of the diverse communities they serve.

In developing this Strategic Plan, we were informed by many sources of information in the policing and police governance domains. We conducted environmental and jurisdictional scans, examined current and future needs assessments, and consulted with our staff, senior management, and members of the policing sector.

How we will measure our success in achieving our objectives is vital. Being transparent about our work and progress is at the heart of our organization. However, as a new entity, we lack a track record of operational experience to identify the most relevant or impactful measures. For this reason, we are in the process of establishing key performance indicators (KPIs) for each objective in this Strategic Plan. Once we establish our KPIs, we will detail them in future annual reports and track our progress against each of them.

We look forward to sharing updates on our vision towards improving police performance and our contributions to making everyone in Ontario safer.



# Strategic Objectives

Over the next three years, we will focus on three objectives, including how we will enhance performance and boost public confidence in Ontario's policing sector. For each objective, we detail its importance, our commitments, and outline our approach to deliver on these commitments.

**We will improve Ontario's policing  
performance and set a global  
benchmark**

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**We will serve the public interest**

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**We will propel greater insights and  
foresights to address risks**



Source: Angelo Matela

## Our Vision

We want every person in Ontario to feel safer in their community, and to have confidence in the policing and police governance they receive.

This means that policing is delivered in a manner that supports and reflects the diversity of the people it serves, while being responsive to the unique needs of each community. This also means that policing and police governance is delivered progressively, fairly, equitably, and based on evidence-informed processes.

We are dedicated to working towards achieving this vision and establishing Ontario as a leader in policing excellence worldwide.

### **The IoP is dedicated to:**

- examining performance through inspections, research, data and analytics to drive evidence-based actions and improvements.
- identifying effective performance and, where improvements are needed, supporting the sector's continuous development; and
- ensuring that the policing sector is responsive to the diverse communities it serves in the context of an increasingly complex service-delivery environment.

# Our Values

Driving improvements in policing performance starts with operating collectively under a set of values that shape the IoP's approach and its culture.

Embodying these values while delivering on our mandate is the key to achieving the objectives in this Strategic Plan.

## At the IoP, we believe in:

### Continuous Improvement



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

### Risk-Informed



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

### Independent



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

### Integrity



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

### Fair



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

### Transparent



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

### Collaborative



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

# Ontario's New Inspector General and Inspectorate of Policing

## About Ontario's Inspector General and Inspectorate of Policing

Chief Justice of Ontario, the Honourable Michael H. Tulloch's 2017 review of the provincial police oversight system provided recommendations on improving transparency, accountability and effectiveness in police service delivery and its oversight system. These recommendations, along with input from various sources including independent reviews, policing and police governance stakeholders, social services, and diverse Ontario communities, emphasized the need to modernize the laws that govern police service delivery in the province. This led to the establishment of the 2019 *Community Safety and Policing Act (CSPA)* and its regulations, which came into effect April 1, 2024.

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

## The Mandate of the Inspector General

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

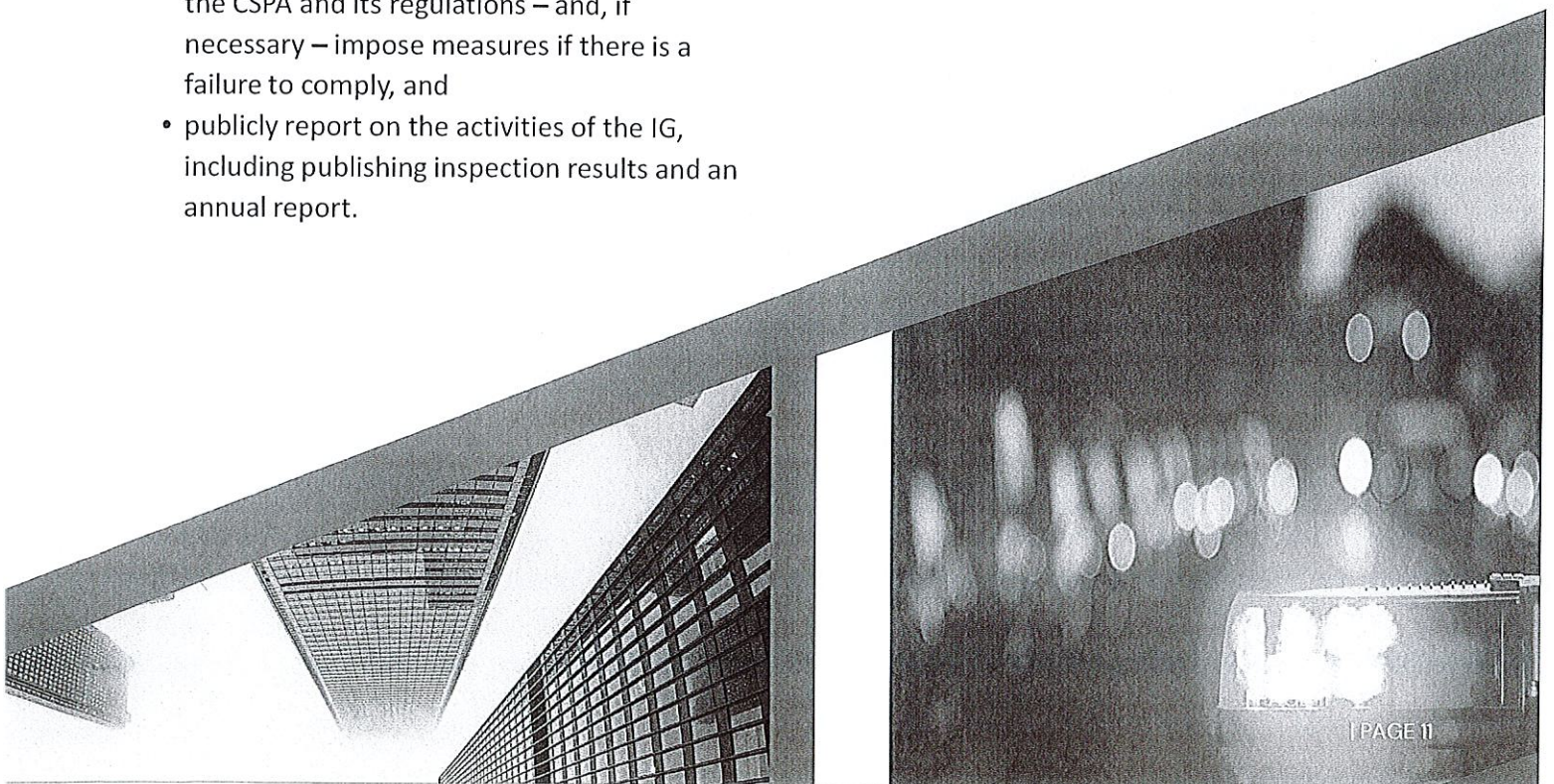
- independently assess and monitor legislated policing entities
- provide advice and support to legislated policing entities on governance and operational matters by sharing evidence-based research and data related to performance
- monitor and conduct inspections of legislated policing entities to ensure compliance with the CSPA and its regulations
- investigate complaints concerning the delivery of policing services and the conduct of police board members
- issue directions to ensure compliance with the CSPA and its regulations – and, if necessary – impose measures if there is a failure to comply, and
- publicly report on the activities of the IG, including publishing inspection results and an annual report.

## Who the Inspector General Oversees

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

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

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



# The Public We Serve

Ontario has the largest population of any province or territory in Canada and exhibits significant demographic and geographic diversity. In 2023, Ontario's population grew by 3.4 per cent and is now home to approximately 14.5 million people spread across 492 communities. As of 2023, demographic data reveals that 2.7 per cent of Ontarians identify as Indigenous, 34 per cent as a visible minority, and 63.3 per cent as White.

Ontario's communities are spread across both urban and rural areas. Urban centres like Toronto, Ottawa, and Hamilton are economic hubs with high population density. Rural areas contribute to the province's agricultural and natural resources, covering expansive areas with relatively low population density. Ontario is also home to many Indigenous communities and territories with various cultural and governance frameworks. This rich diversity presents unique opportunities and challenges for the way policing services and governance are delivered.

With a diverse and growing population, the policing being provided to these communities should evolve too. With the advent of new technology, tools and practices are being leveraged in response to changes in crime, social issues, and public expectations. These changes are driven by common thinking that emphasizes proactive and collaborative approaches to prevent crime by addressing its root causes and engaging social sectors like healthcare, education, and other services to support community safety and well-being. These collective efforts are propelling the sector towards a more community-oriented, preventative, and accountable model of policing.

The IoP recognizes that we, too, have a role to play in the wider, interdependent system that works together to improve public safety. The IoP is committed to adapting and responding to the ever-changing policing and police governance landscape with modern approaches, to ensure we remain focused on matters that have the greatest impact on communities.

# The Operational Independence of the Inspector General

The CSPA creates a new system of policing compliance oversight that is driven by independent, evidence-based decision-making.

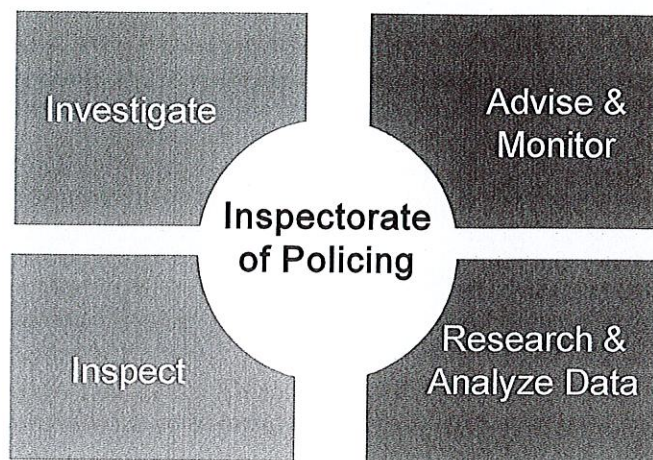
The CSPA builds specific protections to ensure the IG functions independently in fulfilling their statutory mandate under the CSPA, and in discharging their operational activities and making oversight decisions. This independence ensures impartiality and integrity in the IG's functions. There are several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

- The IG position is an Order-in-Council five-year appointment, renewable for an additional term of five years. This means the appointment is a government order recommended by the Executive Council and signed by the Lieutenant Governor, which is different from ordinary government employment.
- The CSPA specifically prohibits the Solicitor General from directing the IG or any inspector appointed by the IG with respect to their functions under the CSPA.
- While the Solicitor General may make a complaint to the IG about the compliance of a police service or conduct of a police service board member, the IG may refuse to investigate the complaint. The IG must provide written reasons for the decision to decline to act on a complaint.

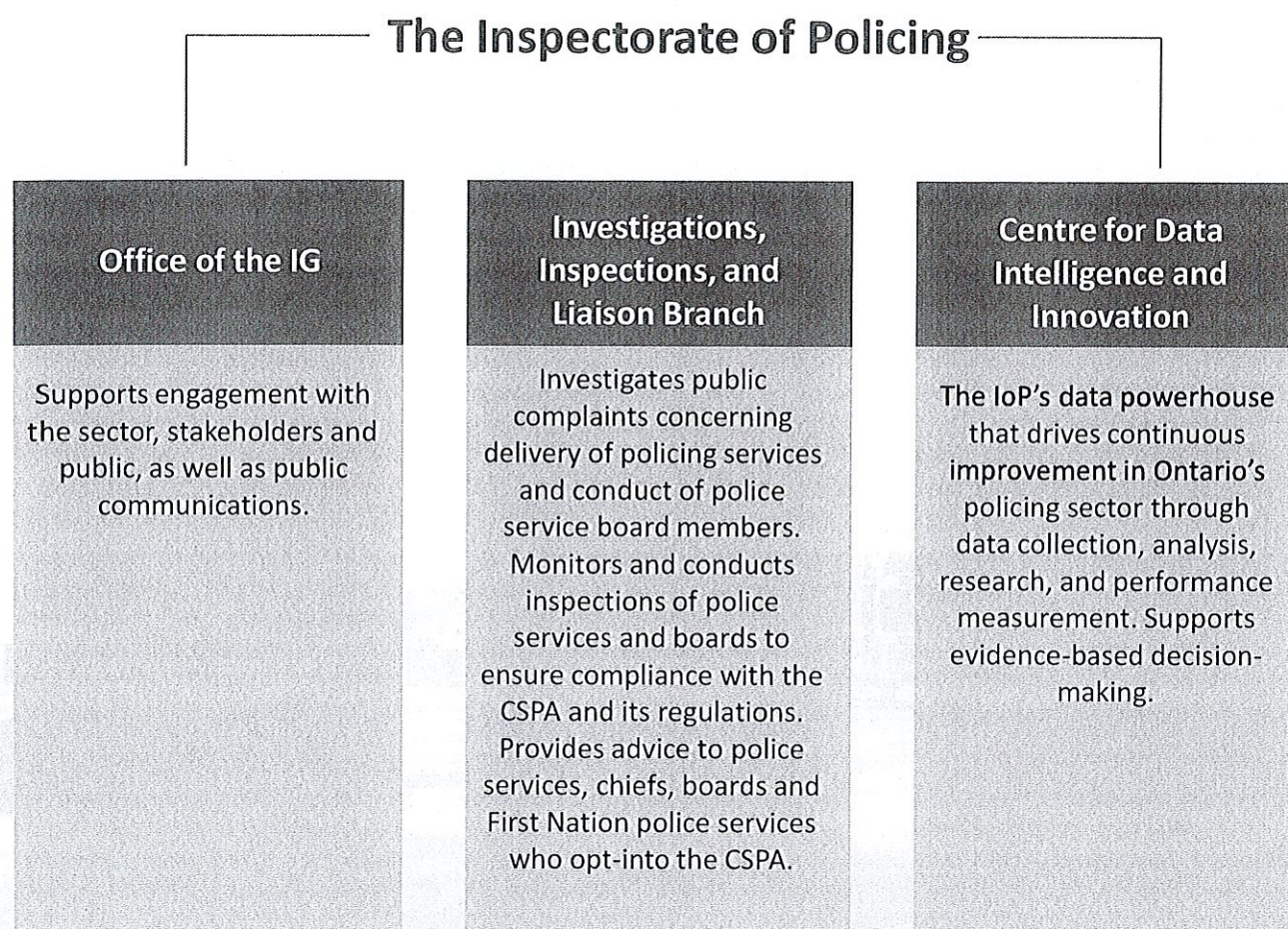
# Who We Are

The IoP is a new, modern organization of professionals who conduct inspections and investigations, research and data analysis and liaise with police services and boards across the province to deliver on the IG's oversight mandate.

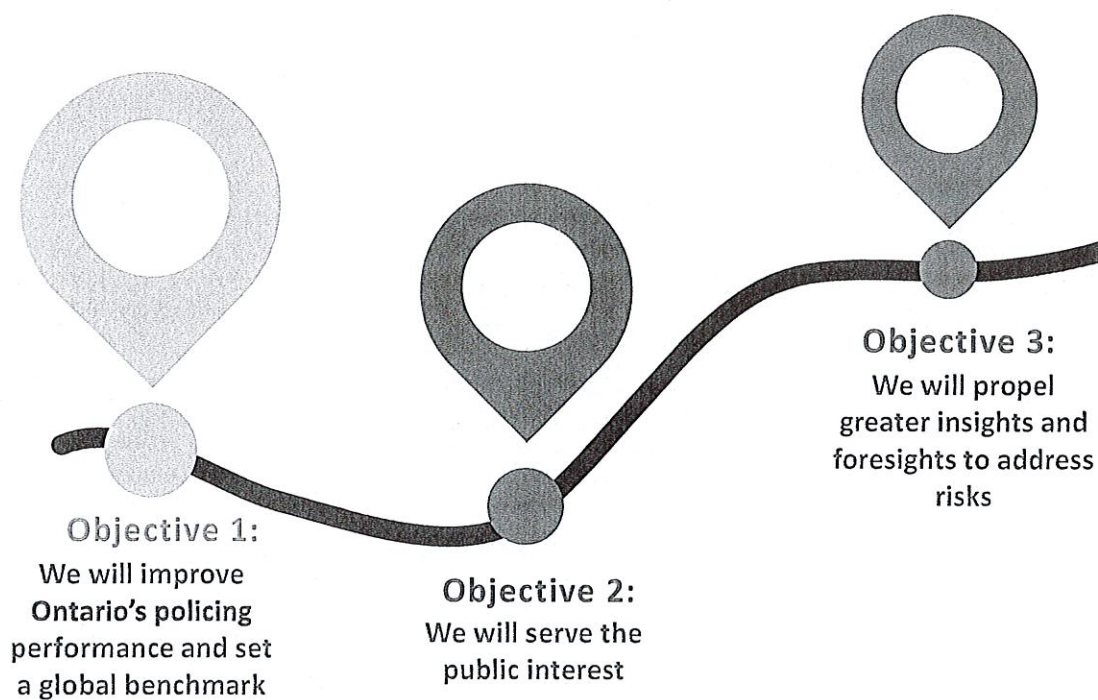
The IoP has built a strong team of staff with diverse skill sets, experiences, and backgrounds that are committed to helping improve the delivery of policing services across Ontario. The IoP supports the IG and serves the public interest by ensuring police services and boards comply with Ontario's policing requirements while being responsive to the diverse communities they serve.



# The Structure of the IoP



# Strategic Objectives



## Objective 1:

### We will improve Ontario's policing performance and set a global benchmark

#### Why is this objective important?

Improving performance is essential for enhancing legitimacy and public trust in policing. It also fosters continuous learning and growth across the sector, which will help us achieve and maintain internationally recognized excellence. Currently, there is no standard model for measuring policing performance in Canada. We seek to change that.

We will create a first-of-its-kind **Performance Measurement Framework** to evaluate the health of Ontario's policing and police governance. We will collect and analyze data and conduct other sector-based research to establish performance baselines. Then, once baselines are established, we will use this framework to identify areas for improvement where our involvement may be needed, and drive evidence-based advancements in policing.

Through this process, we will become a **'Centre of Excellence'** for policing performance in Ontario. This Centre will engage the sector, academia, and other partners to marshal the best of policing and police governance in Ontario and elsewhere. Our ultimate goal is to identify leading practices that are working well, assist the sector in embracing these practices, and raise the overall performance bar to ensure Ontario is a national and international policing leader.

## Objective 1:

# We will improve Ontario's policing performance and set a global benchmark

### We are committed to:

Establishing a new **performance measurement framework** based on advanced analytics to improve policing and police governance performance.

Becoming a '**Centre of Excellence**', with the goal of positioning Ontario as a global leader in policing.

Advancing knowledge in the broader field of policing research and supporting **evidence-based actions**, focusing on the most critical areas affecting policing.

### We will deliver on these commitments by:

- Conducting independent research on performance measurement models in policing and other sectors, engaging the sector in identifying appropriate ways to measure Ontario's policing performance, and incorporating data collection and analytical capacity for a 'made in Ontario' model.
- Partnering with the policing and police governance sector, academia, and others to create a knowledge hub that promotes evidence-based approaches, identifies leading practices in policing and its governance, and facilitates information sharing to support the sector in continued performance improvement.
- Researching issues that affect police services and boards in Ontario to find solutions, and monitoring policing trends to anticipate and respond to future global challenges.
- Publishing our findings to establish an evidence-based foundation for new provincial standards in policing and police governance and supporting our shared responsibility to address these interconnected policing issues.

## Objective 2:

### We will serve the public interest

#### Why is this objective important?

Community safety is the core of a healthy and functional society. People want an environment where they feel safe to live, work and play, and where they can trust the institutions that serve them.

Improving the performance of police services and their governance enhances effectiveness, legitimacy, accountability, and trust in the system, ultimately serving the public interest.

The IoP will serve this public interest by asking the questions the public wants to have answered, conducting independent research and analysis, using our findings to inform our priorities, and actively pursuing improvements in policing and police governance provincially. This work will ensure that the actions the police take to prevent, detect, and address crime are responsive to the diverse needs of Ontario's communities.

We will regularly engage with the public and listen to their concerns. We will report on our findings and activities, helping to advance public understanding and contribute to discussions about policing in Ontario. We will also ensure our work reflects the reality that policing is part of a larger interdependent system, and that while policing cannot solely resolve society's most pressing public safety concerns, effective policing is a key component of achieving community safety and well-being.

## Objective 2:

### We will serve the public interest

#### We are committed to:

Identifying **what matters most to the public**, and setting our key priorities based on these insights.

Enhancing public trust, confidence and understanding of policing in Ontario.

Equipping the IoP's staff with the **necessary tools to become leading experts** in policing in Ontario, and with the resources to effectively deliver on the mandate of the IG.

#### We will deliver on these commitments by:

- Identifying trends in the public complaints we receive and conducting independent research and analysis, to guide how we prioritize our efforts and focus on issues and actions with the greatest impact on improving public safety, and through that, public trust.
- Publishing inspection findings, spotlight reports, and annual reports to keep government, the policing sector and the public informed about what is working well in policing, what needs to work better, and how this work is progressing in a manner that is responsive to the diverse needs of communities across Ontario.
- Engaging regularly with the public through our website, social media, and other channels to contribute to public discourse and understanding about the state of policing in Ontario, and the role the IG plays in enhancing it.
- Identifying and seizing learning opportunities for staff that promote their continuous improvement, enhance their understanding of the evolving policing climate, and support their work in fulfilling the oversight mandate of the IG and the needs of the public.

## Objective 3:

# We will propel greater insights and foresights to address risks

### Why is this objective important?

The IG's role is one of compliance and performance oversight, requiring an operating 'right touch' philosophy that determines risk levels throughout the province, and informs decisions on what approaches best address the compliance issues at hand.

To achieve this objective, we have implemented a **risk-based compliance and enforcement framework** that anticipates and uncovers policing and governance issues, identifies leading practices to intervene and resolve them, and ensures compliance with the CSPA and its regulations. Our model also provides deeper insights into the root causes of challenges facing policing and its governance in Ontario and is based on working with municipal police services and boards, the OPP and OPP detachment boards, First Nations Police Services and Boards that have opted-in to the CSPA, and other policing entities to proactively address them. Taken together, this approach seeks to address the most pressing antecedents to public safety risks in Ontario, better positioning the province's police services and boards to anticipate and address these risks.

Our model incorporates findings from the policing sector, along with research and analytics, to establish a risk-focused approach for identifying, assessing, and mitigating potential policing issues before they become critical public safety concerns. Our approach to compliance oversight also helps enhance policing accountability by implementing a clear and consistent approach for monitoring, proactively inspecting, and addressing compliance issues, and publicly reporting on our work and results.

## Objective 3:

### We will propel greater insights and foresights to address risks

#### We are committed to:

Fostering a **culture of compliance, risk-identification, and insight-based actions** among the police entities the IG oversees while modelling these values in our oversight approach.

Developing a **comprehensive understanding of trends, challenges, and opportunities** in the policing sector to help advance overall public safety in Ontario.

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

#### We will deliver on these commitments by:

- Conducting fair, timely and evidence-based compliance inspections that result in actionable outcomes to improve police performance and governance in Ontario and publishing our findings on our website.

- Using high-quality data and research to power analytics that enables proactive monitoring and reporting on policing performance trends, and that identifies priority areas for compliance-related activities to drive evidence-based actions.
- Engaging with the policing sector and special constable employers to identify opportunities for cross-collaboration with other sectors whose work impacts public safety.

- Using our risk-based compliance and enforcement model to guide the IG in applying their duties, exercising their authorities to impose directions and measures, and making other decisions available to them under Ontario's policing laws (e.g., declaring a policing 'emergency').
- Considering the presence of risks and local factors in our monitoring, liaison, and assessment activities, all aimed at ensuring adequate and effective policing is delivered to communities across Ontario.



## Contact Us



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*Improving policing performance  
to make everyone in Ontario safer*

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