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Estimates Briefing Book 2016-17: Ministry of Community Safety and Correctional Services

Part I: Published plan 2016-17

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Ministry overview

Mandate

The Ontario Government is committed to making Ontarians safer in our communities by being responsive to crime through effective prevention and providing evidence-based correctional services and enforcement.

The mandate of the Ministry of Community Safety and Correctional Services (the ministry) is to ensure that all of Ontario's diverse communities are supported and protected by law enforcement and that public safety and correctional systems are inclusive, equitable, accessible, safe, secure, effective, efficient and accountable.

The ministry's Directional Statement is "serving all of Ontario's diverse communities to keep our province safe." The ministry strives to meet this commitment through high performance policing; strong enforcement; leading edge scientific and technological investigative work; emergency management and fire protection and prevention expertise; community safety preparedness as well as effective supervision of inmates and those serving sentences in the community, and offender rehabilitation.

The ministry has a wide range of responsibilities, which include:

- **Policing Services:** the ministry is dedicated to ensuring the safety and security of the public through effective crime prevention, police oversight services and establishing policing standards to make our communities safe.
- **Correctional Services:** the ministry is committed to enhancing community safety through effective supervision, care and custody as well as the provision of interventions designed to

bring about behavioural change and re-integration of diverse inmates/offenders into Ontario communities.

- **Public Safety:** the ministry contributes to public safety programs and the effective administration of justice through the administration of community safety and well-being initiatives, the provision of emergency communication services, forensic services, death investigations, coroners' reviews and inquests, forensic pathology services, fire safety and prevention, fire code development and enforcement, public education, applied research, advice and assistance including fire investigation/prevention and support of municipal fire services. It is also responsible for legislation governing private security and animal welfare.
- **Public Safety Training:** the ministry contributes to public safety training through the operation of the Ontario Police College, where police officers across the province are trained; by providing administrative support to the Ontario Correctional Services College, where correctional and probation and parole officers are trained; and to the Ontario Fire College which provides training to staff of municipal fire safety services.
- **Emergency Management:** on behalf of the government, the ministry provides leadership, support and coordination of emergency programs in the province at municipal, ministry and government-wide levels. It maintains the Provincial Emergency Operations Centre to ensure 24/7 situational awareness and support for actual or potential incidents impacting Ontario and provides over-arching emergency management and business continuity plans to inform more specialized plans by Order-in-Council ministries. It works with other jurisdictions in Canada and in contiguous states to support broader emergency management activities.
- **Inter-ministerial Liaison:** the ministry is committed to working with its Justice Sector partners, the ministries of the Attorney General and Children and Youth Services, to transform the way justice works for the people of Ontario by building a more responsive and efficient justice system.

Ministry contribution to priorities and results

Every family deserves to feel safe and secure in their home and on the streets of their community. The Ontario government's approach to personal and community safety and well-being is to be responsive to crime and on the causes of crime. The ministry is focused on the following five key goals:

1. **Deliver equitable and accessible services, and set standards, policies and guidelines in policing, corrections and public safety to keep Ontario's diverse communities and Ontarians safe.**
 - Take a leadership role in administering the Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet in partnership with the Ontario Provincial Police and municipal police services across the province.
 - Enhance the proactive approach to deterring and reducing crime through the implementation of Ontario's Mobilization and Engagement Model of Community Policing.
 - Through discussions with municipal, policing and other ministry partners, set the stage for effective crime prevention and community safety and well-being through the development of the Provincial Approach to Community Safety and Well-Being.

- Continue to improve Ontario's death investigation system by expanding the role of forensic pathologists and strengthening the inquest process.
- Ensure police are equipped with the tools and technology to enhance investigative capacity, combat crime and enforce safety on our roadways, waterways and trails.
- Effectively manage the diverse adult corrections population and reduce re-offending through early intervention, enhanced training for employees to work with diverse clients and inmates, comprehensive assessment, effective supervision, programming, enforcement, diversion and rehabilitation.
- Promote industry compliance and enforcement of Ontario's private security legislation, regulations, and conditions of licence through mandated training and testing, licensing, public complaints, compliance inspections and investigations.
- Continue to raise standards in the private security industry through measures that are consistent with the Regulators Code of Practice.
- Administer the Ontario Society for the Prevention of Cruelty to Animals (OSPCA) Act, the province's primary animal welfare law; and work with key stakeholders including the OSPCA to ensure the welfare and protection of all animals in Ontario.
- Maintain the Major Case Management system to assist police services with managing serial and predator type investigations.
- Monitor police services to ensure that adequate and effective police services are provided at the municipal and provincial levels.
- Conduct a system of inspection and review of police services to ensure compliance with legislative requirements.
- Maintain the Constable Selection System in partnership with the Ontario Association of Chiefs of Police.
- Support the appointment process for Provincial Police Services Board appointees, Special Constable, Auxiliaries and Appointing Officials.
- Support emergency service providers' communication needs through continued maintenance of the existing government mobile communications network and transitioning to a modern public safety radio network.
- Continue to support fire services in implementing enhanced fire safety measures for vulnerable seniors in care homes and retirement homes.
- Implement an integrated risk management web tool that can be used by all Ontario municipalities and fire departments to determine building fire risks in their respective communities by taking into account building characteristics and the three lines of defence against fire (public fire safety education, fire safety standards and enforcement, and emergency response).
- Continue to promote carbon monoxide alarm compliance through robust public education initiatives consequent to April 15 and October 15, 2015 compliance time frames.

- Establish and maintain partnerships for the coordinated planning, management and response to large scale emergencies, critical incidents and major events coordinated through the Provincial Emergency Operations Centre.
- Continue to work with federal, provincial and municipal partners in support of offsite nuclear emergency planning including the implementation of a credible and sustainable potassium iodide (KI) pills distribution program in proximity to nuclear power plants.
- Provide evidence-based, high quality training to Ontario's police officers, from recruits to senior/specialized officers.
- Develop and deliver recognized and accredited courses across the spectrum of skills required for members of Ontario's municipal and aboriginal fire services, via the Ontario Fire College and its regional training centres established in partnership with municipal fire services.

2. Contribute to an effective, efficient and seamless justice system that serves all of Ontario's diverse communities.

- Manage capacity pressures in correctional institutions including addressing the distribution of remand inmates through ongoing operational capacity review and infrastructure initiatives.
- Apply science and technology to improve and support the delivery of effective public safety services including leveraging those available at the Forensic Services and Coroner's Complex.
- Engage policing partners and affected stakeholders in initiatives related to modernizing public safety service delivery as part of the Strategy for a Safer Ontario.
- Enhance public awareness and understanding of the ministry's mandate and the related costs of delivering services that are vital to the security and safety of Ontario.
- Continue the upload of court security costs from municipalities, up to \$125 million annually at maturity in 2018.
- Examine support services to the public safety training colleges to ensure programs and services are sustainable, integrated and streamlined.
- Invest in bringing better results to the justice sector by transforming correctional services and community safety through the Strategy for a Safer Ontario and the Correctional Services Transformation Strategy.
- Improve access to the Ontario justice system through innovative technology such as the Justice Video Network (JVN) which seamlessly connects corrections, police, courts, the broader public sector and the public to the Ontario justice system.

3. Deliver responsive programs and services that meet the unique needs of Ontario's diverse communities.

- Support vulnerable Ontarians with enhanced employee awareness training and the delivery of specialized crime prevention programs.

- Support municipal fire services' public education efforts by providing training, tools, and resources regarding fire safety and emergency management for diverse, newcomer, high risk, and hard to reach demographics.
- Enhance the availability of appropriate and relevant programs for inmates/offenders with diverse and unique Human Rights Code-related needs [(e.g., based on sex (women), gender identity (trans inmates), ancestry, racial identities, disabilities, language (French-speaking inmates/offenders), etc.)] through the Correctional Services' Human Rights Plan (a multi-year action plan to embed human rights principles and indigenous peoples' perspectives in Correctional Services workplaces and services, in partnership with the Ontario Human Rights Commission and the Ministry of Government and Consumer Services).
- Ensure all grant program stakeholders are in compliance with the Accessibility for Ontarians with Disabilities Act (AODA), ensuring accessibility for all Ontarians by removing barriers for people with disabilities.

4. Work with Aboriginal communities to address their community safety service delivery needs and develop harmonious and mutually respectful relationships.

- Collaborate with other Government of Ontario ministries, the federal government, First Nations, and stakeholders to address First Nations' policing and other justice sector issues.
- Enhance First Nations policing through administration of the Ontario First Nations Policing Agreement by the Ontario Provincial Police and support the sustainability of stand-alone services under the First Nations Policing Program.
- Continue to work with First Nations concerning the death investigation process as it pertains to Aboriginal culture and beliefs.
- Continue to provide grant programs to Aboriginal communities, in particular, to support the development of culturally appropriate rehabilitation programs.
- Effectively administer Ontario's funding under the First Nations Policing Program in compliance with the tripartite agreements between the federal, provincial/territorial governments and First Nations.
- Enhance Ontario's capacity to assist in coordinating the evacuation of First Nations communities in the remote North through inter-ministerial partnerships and continued enhancements to the first provincial mass evacuation emergency response plan as well as the Joint Emergency Management Steering Committee service standards.
- Correctional Services has contracted with Aboriginal communities for the development of a number of rehabilitative programs.

5. Lead and promote a healthy, diverse and engaged workforce and organization that reflects the ministry's values and the communities we serve.

- Provide broad access to employment opportunities, promoting human rights, equity, accessibility and inclusion and ensuring that the ministry's outreach, recruitment, retention and promotion systems are inclusive and representative of Ontario's diversity.
- Increase employee engagement.

- Ensure that long term change initiatives are completed and properly implemented in partnership with the Ontario Human Rights Commission and the Ministry of Government and Consumer Services.
- Implement recommendations in the Ontario Ombudsman report *In the Line of Duty* that relate to occupational stress illness and injuries for police officers.

Legislation

Legislation administered by the Ministry of Community Safety and Correctional Services:

Ammunition Regulation Act, 1994

Regulates the sale of ammunition. The act generally requires that purchasers be a minimum of 18 years old and requires that businesses keep certain records.

Anatomy Act, 1990

Allows the General Inspector (Chief Coroner) to send bodies, which have been donated or are unclaimed, to universities or colleges for educational purposes.

Christopher's Law (Sex Offender Registry), 2000

Requires sex offenders who are residents of Ontario to register with police upon conviction and on an annual basis and at any time that they change their address. The ministry is required to maintain the registry and provide access to the police.

Coroners Act, 1990

Provides for investigations by Coroners into the circumstances surrounding certain deaths. The act sets out the circumstances under which an inquest will be held and the procedures for holding an inquest.

Emergency Management and Civil Protection Act, 1990

Addresses both emergency preparedness and emergency response at municipal and provincial levels. The act requires municipalities and ministries to develop emergency programs and formulate emergency plans.

Fire Protection and Prevention Act, 1997

Governs fire safety in Ontario and sets fire protection requirements for municipalities. The act establishes the Office of the Fire Marshal to oversee the operation of fire departments.

Firefighters' Memorial Day Act, 2000

Establishes the first Sunday in October as Firefighters' Memorial Day to honour firefighters.

First Responders Day Act, 2013

Establishes May 1 in each year as First Responders Day.

Hawkins Gignac Act (Carbon Monoxide Safety), 2013

Establishes the annual carbon monoxide awareness week.

Imitation Firearms Regulation Act, 2000

Regulates the sale and other transfers of imitation firearms and deactivated firearms, and prohibits the purchase and sale of starter pistols capable of being adapted for use as firearms.

Interprovincial Policing Act, 2009

Provides a framework for the exercise of police powers in Ontario by police officers from other provinces. Reciprocal legislation in other provinces permits Ontario police to exercise powers in those provinces.

Mandatory Blood Testing Act, 2006

Enables certain classes of persons who have come into contact with the bodily substance of another person to make an application for an order to have that person's blood tested for HIV/AIDS, Hepatitis B and C.

Mandatory Gunshot Wounds Reporting Act, 2005

Requires hospitals that treat a person for gunshot wound(s) to disclose this fact to the local police.

Ministry of Correctional Services Act, 1990

Establishes the legislative framework for correctional services in Ontario and governs matters relating to the detention and release from custody of remanded and sentenced inmates. The act provides for community supervision services and establishes the Ontario Parole Board. Pursuant to Order in Council numbered O.C. 497/2004, the powers assigned to the Minister of Correctional Services were transferred to the Minister of Community Safety and Correctional Services.

Ministry of the Solicitor General Act, 1990

Establishes the ministry of the Solicitor General. Pursuant to Order in Council numbered O.C. 497/2004, the powers assigned to the Solicitor General were transferred to the Minister of Community Safety and Correctional Services.

Ontario Society for the Prevention of Cruelty to Animals Act, 1990

Sets out inspection, enforcement and appeal procedures for the prevention of cruelty to animals and deals with animals in distress. The act also creates the Ontario Society for the Prevention of Cruelty to Animals and the Animal Care Review Board.

Police Services Act, 1990

Provides the legislative framework for policing in Ontario. This act requires municipalities to decide on the method of providing adequate and effective policing in their communities. This act also creates the Ontario Provincial Police, the Special Investigations Unit, the Ontario Civilian Police Commission, the position of the Independent Police Review Director and the Ontario Police Arbitration Commission.

Private Security and Investigative Services Act, 2005

Regulates private investigators and security guards. The act replaced the Private Investigators and Security Guards Act.

Security for Electricity Generating Facilities and Nuclear Facilities Act, 2014

Sets out various powers for peace officers in respect of restricted access electricity and nuclear generating facilities.

Note: The Police Record Checks Reform Act, 2015 (passed but not yet in force, will be in force upon proclamation).

Sets out a process and exceptions governing requests for searches of the Canadian Police Information Centre databases, or other police databases, in connection with screening an individual for certain purposes.

Key performance indicators

The ministry is committed to making Ontarians safe in their communities by focusing on the following performance indicators:

- In 2014 Ontario's police-reported Violent Crime Severity Index was 57.64. The ministry is committed to maintaining the police-reported Violent Crime Severity Index at or below its current rate. (Source: Statistics Canada. At the time of publication of this report the 2015 data was not yet available.)
- In 2015, the percentage of Ontario citizens residing in areas of Ontario Provincial Police (OPP) jurisdiction who reported feeling 'safe' or 'very safe' was 98%. OPP is committed to maintaining high levels of safety at or above the provincial average of 95% (Source: Statistics Canada, General Social Survey, 2009.)
- The rate of traffic fatalities in areas of OPP jurisdiction per 10,000 vehicles registered was 0.34 in 2015. OPP is committed to maintaining the rate of traffic fatalities in OPP jurisdictions at or below the OPP's prior three-year average. The 2016 target, based on the 2013-2015 average, is 0.34.
- In 2015-16, the adult institutional re-offending rate was 42.9% and the adult community re-offending rate was 20.7%. (Based on 2012-13 release cohort. The ministry defines institutional re-offending as a return to provincial correctional supervision on a new conviction within two years of the completion of a provincial sentence to incarceration of six months or more. Community re-offending is defined as a return to provincial correctional supervision on a new conviction within two years of the completion of a community disposition (probation or conditional sentence.) The ministry is committed to reducing re-offending rates through the implementation of transformation initiatives and will be developing targets over the next year.
- In 2015, 45.2% of inmates were screened for mental health concerns within 48 hours of admission. (Screening of inmates within 48 hours of admission was implemented in September 2015. Data is reported between September 1 and December 31, 2015.) The ministry is committed to ensuring that all inmates are being screened within 48 hours of admission by the end of 2016-17.
- In 2015-16 (year-to-date as of March 11, 2016), 63.8% of sentenced offenders had a discharge plan (currently, 20 out of 26 adult correctional institutions are recording the completion of discharge plans. Offender participation in discharge planning is voluntary.) The ministry is committed to a 5% increase in the proportion of offenders with a discharge plan by 2016-17.

Ministry programs and activities

Community Safety

Public Safety

The Public Safety Division works with its policing and community partners to promote community safety and well-being. Activities include: scientific analysis in the Centre of Forensic Sciences; oversight of the private security and investigative services industry; development of policing guidelines and standards; monitoring and inspecting police services and police services boards; administration of community safety grants; support for intelligence-led operations; management

of provincial appointments and the Constable Selection System; delivery of the Major Case Management system; administration of the Ontario Society for the Prevention of Cruelty to Animals Act (OSPCA) including the promotion of animal welfare; and, support for First Nations policing in Ontario.

Public Safety Training

The mandate of the Public Safety Training program is to support expert training for police, firefighters and correctional services workers (correctional officers and probation and parole officers) to meet the policing, fire protection and correctional service needs of all communities throughout the province in a sustainable way.

Ontario Provincial Police (OPP)

The OPP has a unique mandate to provide both provincial policing and policing services to 324 Ontario municipalities, 323 of which are served on a contract or non-contract basis. The OPP administers policing for 19 First Nations communities under the Ontario First Nations Policing Agreement (OFNPA) and in addition administers one Community Tripartite Agreement under the OFNPA. The OPP further provides direct policing to another 20 First Nations communities.

The Police Services Act further mandates that the OPP deliver a wide array of specialized and technical services, including criminal investigation, search and rescue and recovery, intelligence, aviation services, provincial communications and dispatch, and leadership. These services are provided to OPP-policed communities and in support of all municipal and First Nations police services across Ontario, as required.

The OPP Urban Search and Rescue (USAR) and Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) Response Teams respond to any high level emergency if requested. The OPP also coordinates law enforcement efforts to reduce criminal activities, including: the Violent Crimes Linkages Analysis System (ViCLAS); the Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet; and, the Ontario Sex Offender Registry.

Office of the Fire Marshal and Emergency Management (OFMEM)

OFMEM carries out its legislated mandate as set out in the Fire Protection and Prevention Act and the Emergency Management and Civil Protection Act. OFMEM works to minimize the loss of life and property from fire in Ontario by supporting municipalities, fire services and other public safety agencies to meet the needs of their communities, including public education, fire prevention, firefighting, fire protection, training and fire investigation.

OFMEM advises the government on public fire safety, policy, standards and legislation relating to fire prevention and protection, and investigates the cause, origin and circumstances of any fire/explosion that might have caused a loss of life, serious injury or damage to property.

OFMEM is also the provincial coordinating body for emergency management activities in Ontario and provides leadership, support, oversight and coordination of emergency programs in the Province at municipal, ministry, and government-wide levels. OFMEM maintains the Provincial Emergency Operations Centre (PEOC) to ensure 24/7 situational awareness and support for actual or potential incidents impacting Ontario and provides over-arching emergency management and business continuity plans to inform more specialized plans by Order-in-Council ministries. OFMEM works with other jurisdictions in Canada and in contiguous states to support

broader emergency management activities. OFMEM also operates the ministry's Emergency Operations Centre (MEOC), as an essential element of its mandate to manage and maintain the ministry's emergency management program in accordance with legislation.

Office of the Chief Coroner and Ontario Forensic Pathology Service

Ontario's death investigation system is delivered in partnership by the Office of the Chief Coroner (OCC) and the Ontario Forensic Pathology Service (OFPS). The OCC and OFPS have a shared mission to provide high quality death investigation that supports the administration of justice, the prevention of premature death, and is responsive to Ontario's diverse needs.

The OCC is responsible for conducting death investigations and inquests in accordance with provisions of the *Coroners Act*. Investigations are typically conducted in sudden and unexpected deaths in order to answer five questions (who, where, when, how and by what means) and to determine if an inquest should be conducted where not mandated by the Act. Investigations and inquests may result in recommendations that if implemented, may reduce the likelihood of future deaths in similar circumstances, thereby contributing to public safety.

The OFPS is legislatively responsible for providing medico legal autopsy services pursuant to the Coroners Act. The OFPS, in partnership with the University of Toronto, currently operates an accredited training program for Forensic Pathologists in Canada. The OFPS also hosts many medical students, pathology and imaging residents, pathology assistants, undergraduate students and other learners from the University of Toronto, Western University and other universities in Canada and the United States, along with fellowship and observership programs for forensic physicians from low and middle-income countries.

Correctional Services

The mandate of Correctional Services is to supervise the detention, incarceration (of up to 2 years less a day) and the release of adult inmates, and provide supervision of offenders serving sentences in the community on terms of probation, conditional sentence and Ontario parole. Key services and programs include training, rehabilitative programming, treatment and services designed to help offenders achieve changes in attitude and behaviour to support successful reintegration into the community and ensure public safety.

Correctional Services has four divisions: Institutional Services (IS), Community Services (CS), Operational Support (OS) and Correctional Services Oversight and Investigations (CSOI). Authority for IS and CS is provided under both provincial and federal legislation including the Ministry of Correctional Services Act, Provincial Offences Act and the Criminal Code of Canada.

Ministry administration, policy and Justice Technology Services

Ministry administration program

The ministry's core businesses are supported by corporate services that provide leadership, direction, planning and modern controllership. Ministry administration activities include the Minister's Office, Deputy Minister's Office, Office of the Associate Deputy Minister of Correctional Services, Office of the Chief Administrative Officer, Communications Branch, Legal Services Branch, Business and Financial Planning Branch, Procurement and Business Improvement Branch, HR Strategic Business Unit, and Facilities and Capital Planning Branch. The program also shares Justice Sector services for freedom of information, French language services, and audit.

Justice Technology Services Cluster

The Justice Information & Information Technology (I&IT) Cluster delivers highly integrated and complex technology services and solutions; and reliable and responsive operational support. This is in alignment with the corporate I&IT strategic direction that enables and supports business priorities and goals across the Justice Sector ministries. Key support is provided through development, implementation and maintenance of technology solutions and critical services, liaising with other service providers as well as information management and planning. The Cluster serves the core businesses of the Ministry of Community Safety and Correctional Services and the Ministry of the Attorney General, including their respective agencies, boards and commissions. It also provides application support to Youth Justice Services Division, Ministry of Children and Youth Services. In addition, the Cluster supports enterprise-wide government mobile communication services.

Policy and strategic planning

Policy and Strategic Planning division is responsible for the development of policy and legislation to support ministry and government priorities, strategic planning, research and evaluation, and coordination of many of the ministry's activities with other ministries and key stakeholders.

Highlights of 2015-16 achievements

The Ministry of Community Safety and Correctional Services is committed to ensuring that Ontario's communities are supported and protected by law enforcement and public safety mechanisms that are safe, secure, effective and accountable.

The ministry's 2015-16 achievements are categorized as follows:

Building safer, stronger and more respectful communities

- New Strategy for a Safer Ontario
- Regulating street checks
- Respecting civil liberties
- Combating sexual violence and harassment
- Getting tough on contraband tobacco
- Supporting police and community partnerships
- Increased oversight and protection for marine mammals
- Strengthening accountability and transparency in death investigations
- Protecting the front-line

Transforming the Correctional System

- Hiring new correctional officers
- Enhancing mental health care in correctional facilities
- Specialized training for probation and parole officers
- Regional intermittent centre for Elgin Middlesex Detention Centre
- Modernizing the Hamilton Wentworth Detention Centre

- Reviewing corrections' segregation-related policies
- Implementing a Correctional Services' Human Rights Plan

Emergency preparedness

- Keeping the Pan Am and Parapan Am Games safe
- Keeping an eye on potential emergencies

Investing in infrastructure

- State-of-the-art Provincial Emergency Operations Centre
- Ontario Provincial Police open new detachment in Kawartha Lakes

Ministry organization chart

This is a text version of an organizational chart for the Ministry of Community Safety and Correctional Services as of March 22, 2016. The chart shows the following hierarchical structure with the top level assigned to the Minister of Community Safety and Correctional Services.

I. Minister - Honourable Yasir Naqvi

- Parliamentary Assistant - vacant
- Advisory and Adjudicative Agencies, Boards and Commissions
 - i. Constable Joe MacDonald Public Safety Officers Survivors Scholarship Fund – Patricia Kirkwood, Chair
 - ii. Fire Marshal's Public Fire Safety Council – Ross Nichols, Chair
 - iii. Ontario Police Arbitration Commission – Paul Gardner, Chair
 - iv. Death Investigation Oversight Council – Honourable Joseph C.M. James

II. Deputy Minister, Community Safety and Correctional Services – Matthew Torigian

- A. Zafar - A/Executive Assistant

I. Ontario Provincial Police – V. Hawkes, Commissioner

- i. Provincial Command, Field Operations – G. Couture, Deputy Commissioner
- ii. Provincial Command, Investigations and Organized Crime – F. Bertucca, A/Deputy Commissioner
- iii. Provincial Command, Traffic Safety and Operational Support – B. Blair, Deputy Commissioner
- iv. Provincial Command, Corporate Services – M. Silverthorn, Provincial Commander

II. Public Safety – S. Beckett, Assistant Deputy Minister

- i. External Relations – S. Waldie, Director
- ii. Private Security and Investigative Services – L. Kool, Director

- iii. Centre of Forensic Sciences – T. Tessarolo, Director
 - iv. Criminal Intelligence Service Ontario – H. Stevenson, Director
 - v. First Nation Policing – G. Gleason, Director
- III. Office of the Fire Marshal and Emergency Management – R. Nichols, A/Fire Marshal and Chief, Emergency Management
 - i. Field and Advisory Services/Deputy Fire Marshal – J. Kay, Director/Deputy Fire Marshal
 - ii. Prevention and Risk Management – A. Suleman, Director/Deputy Fire Marshal
 - iii. Response – B. Owens, Director/Deputy
 - iv. Administration and Business Services – T. Fernandes, A/Director
 - v. Ontario Fire College – C. Chambers, A/Principal
- IV. Public Safety Training – Vacant ADM, reporting to ADM S. Beckett
 - i. Ontario Police College – B. Herridge, A/Director
 - ii. Business Development and Coordination – D. Kasias, Director
 - iii. Ontario Correctional Services College – J. Shepherd, A/Director
- V. Office of the Chief Coroner – Dr. D. Huyer, Chief Coroner
- VI. Ontario Forensic Pathology Service – Dr. M. Pollanen, Chief Pathologist
 - i. Operational Services – M. Chicilo, Director
- III. Associate Deputy Minister, Correctional Services – Marg Welch
 - E. Coleman - A/Executive assistant
- I. Operational Support – N. Sanders, Assistant Deputy Minister
 - i. Programs and Operational Policy – J. Oliver, Director
 - ii. Field Operations and Corporate Support – Vacant, Director
 - iii. Human Rights Plan – D. Mathur, A/Director
 - iv. Business Planning Resources and Solutions – G. Gladdy, Director
 - v. Ontario Correctional Services College – J. Shepherd, A/Director
- II. Institutional Services – P. Jones, A/Assistant Deputy Minister
 - i. Female Mental Health - R. Buhagiar, A/Director
 - ii. Eastern Region – R. Denis, A/Regional Director
 - iii. Central Region – D. Hatt, Regional Director
 - iv. Western Region – C. Danylchenko, Regional Director
 - v. Northern Region – K. Kinger, Regional Director
 - vi. Institutional Operations – D. Pitfield, A/Director

III. Community Services – M.J. Knappett, A/Assistant Deputy Minister

- i. Eastern Region – L. Potter, Regional Director
- ii. Central Region – D. Mitchell, Regional Director
- iii. Western Region – K. West, A/Regional Director
- iv. Northern Region – B. Forbes, A/Regional Director

IV. Correctional Services Oversight and Investigations – R. Thompson, Chief

The following are shared services between Community Safety and Correctional Services:

I. Policy and Strategic Planning – D. Conrad, Assistant Deputy Minister

- i. Policy Development and Coordination – R. Ramsarran, A/Director
- ii. Strategic Planning and Research – M. McBain, Director
- iii. Transformation Secretariat - C. Arthur, Executive Lead
 - S. Boothby - A/Director

II. Justice Technology Services (shared with Ministry of the Attorney General) – R. Thompson, Assistant Deputy Minister/Chief Information Officer

- i. MAG Solutions – C. Emile, Head
- ii. MCSCS Solutions – I. McGlashan, Head
- iii. Service Management – C. Walpole, Head
- iv. Common Cluster Solutions – S. Fournier, Head
- v. Integrated Business Services – S. Mahimkar-Patrick, Director
- vi. Government Mobile Communications - K. Scott, Director

III. Corporate Services - A. Vanderduim, Assistant Deputy Minister/Chief Administrative Officer

- i. Strategic Business Unit – K. Sawicki, Director
- ii. Facilities and Capital Planning – A. Veshkini, Director
- iii. Business and Financial Planning – K. Gocool, A/Director
- iv. Procurement and Business Improvement – S. Salazar, Director
- v. Freedom of Information – E. Ragone, Coordinator
- vi. French Language Services – S. Derbier, Coordinator
- vii. Audit Services 2 - D. Horie

IV. The following report directly to the Deputy Minister's office:

- I. Communications Branch – S. McGetrick, Director
- II. Legal Services, B. Loewen, Director

Agencies, boards and commissions (ABCs)

Advisory and adjudicative ABCs make communities safer by providing independent oversight and adjudicative services that protect the interest of the public.

Ontario Police Arbitration Commission (OPAC) - Adjudicative

The Commission provides conciliation and mediation-arbitration services under the Labour Relations Part VIII of the Police Services Act to assist police associations and police services boards in the resolution of disputes arising out of contract negotiations and the administration of their collective agreements.

Death Investigation Oversight Council (DIOC) - Advisory

DIOC is an independent oversight council committed to serving Ontarians by ensuring that death investigation services are provided in an effective and accountable manner. As an advisory agency, DIOC provides oversight of coroners and forensic pathologists in Ontario, supports quality death investigations, and through its complaints committee, administers a public complaints process.

Constable Joe MacDonald Public Safety Officers' Survivors Scholarship Fund Committee - Advisory

The Committee reviews applications submitted to the Constable Joe MacDonald Public Safety Officers' Survivors Scholarship Fund and makes funding recommendations to the minister. The scholarship is available to spouses and children of public safety officers who have died in the line of duty. The scholarship pays for the cost of post-secondary education, up to five years, including tuition, books, living and accommodation expenses.

Fire Marshal's Public Fire Safety Council - Advisory

Established in 1993, the Council promotes fire prevention and public education through sponsorships and partnerships with various groups and individuals interested in public safety. The Council is a corporation without share capital under the Fire Protection and Prevention Act, 1997, and is comprised of representatives from the fire service, industry and the public. The Council forms partnerships, raises and distributes funds, and endorses programs and products necessary to further the development of Ontario as a fire-safe community.

Community Advisory Boards (CABs) - Advisory

Established under the Ministry of Correctional Services Act, Section 14.1, Community Advisory Boards (CABs) provide a greater degree of transparency and enhance the accountability of Ontario correctional institutions. CABs provide regional oversight and independent observations of correctional facilities' operations with a focus on community issues and stakeholder engagement.

Financial Summary of ministry ABCs

Expenditure	2016-17 (estimates) \$	2015-16 (interim actuals) \$
Ontario Police Arbitration Commission	458,700	433,300
Death Investigation Oversight Council	447,100	468,000
Sub-total Vote 7 (Agencies, Boards and Commissions)	905,800	901,300
Fire Marshal's Public Fire Safety Council*	3,500	2,200

Expenditure	2016-17 (estimates) \$	2015-16 (interim actuals) \$
Constable Joe MacDonald Public Safety Officers' Survivors Scholarship Fund*	400,000	400,000
Community Advisory Boards (CABs)**	-	-
Total	1,309,300	1,303,500

*Funding for the Fire Marshal's Public Fire Safety Council and Constable Joe MacDonald Public Safety Officers' Survivors Scholarship Fund is provided through the appropriations of the Office of the Fire Marshal and Emergency Management and the Public Safety Division, respectively.

** Expenditures are minimal and are managed from within Correctional Services appropriation.

Ministry financial information

Table 1: Ministry Planned Expenditures 2016-17 (\$M)

Operating: \$2,542.7

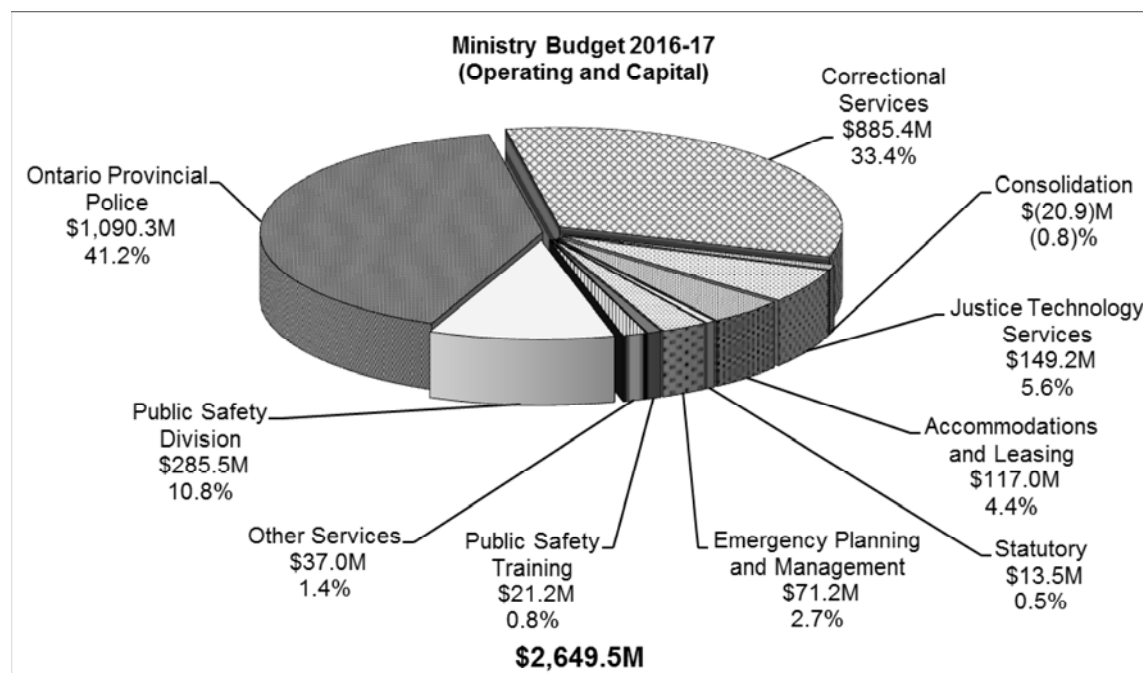
Capital: \$106.8

Total: \$2,649.5

Note: Ministry Planned Expenditures include Statutory Appropriations and Consolidations and exclude assets.

Numbers may not add due to rounding.

Ministry Budget 2015-16, Operating and Capital



Note: Ministry budget excludes capital assets and operating assets.

Numbers may not add due to rounding.

Detailed financial information

Table 2: Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2016-17 (\$)	Change from Estimates 2015-16 (\$)	Per cent %	Estimates 2015-16* (\$)	Interim Actuals 2015-16* (\$)	Actuals 2014-15* (\$)
Operating Expense						
Ministry Administration Program	143,063,800	15,201,400	11.9	127,862,400	137,334,400	136,305,547
Public Safety Division	216,815,100	(63,455,300)	(19.1)	332,270,400	293,552,600	241,352,446
Ontario Provincial Police	1,067,278,500	(65,349,500)	(5.8)	1,132,628,000	1,128,902,900	1,091,301,048
Correctional Services Program	839,155,300	14,998,200	1.8	824,157,100	846,635,900	819,263,544
Justice Technology Services Program	149,202,600	67,214,700	82	81,987,900	81,208,100	75,548,143
Agencies, Boards and Commissions	905,800	9,800	1.1	896,000	901,300	1,032,536
Emergency Planning and Management	71,221,400	2,366,600	3.4	68,854,800	72,015,600	68,607,331
Policy and Strategic Planning Division	3,599,300	36,800	1.0	3,562,500	3,586,900	3,264,171
Public Safety Training	20,229,900	3,213,900	18.9	17,016,000	19,769,300	18,291,690
Total Operating Expense to be Voted	2,563,471,700	(25,763,400)	(1.0)	2,589,235,100	2,583,907,000	2,454,966,456
Statutory Appropriations	132,187	-	-	132,187	15,456,100	12,273,650
Ministry Total Operating Expense	2,563,603,887	(25,763,400)	(1.0)	2,589,367,287	2,599,363,100	2,467,240,106
Consolidations	(20,869,900)	(876,300)	4.4	(19,993,600)	(19,987,600)	(18,703,041)
Total Including Consolidations	2,542,733,987	(26,639,700)	(1.0)	2,569,373,687	2,579,375,500	2,448,537,065
Operating Assets						
Ministry Administration Program	2,000	-	-	2,000	-	-
Public Safety Division	2,000	-	-	2,000	-	-
Ontario Provincial Police	2,000	-	-	2,000	-	-
Correctional Services Program	2,000	-	-	2,000	-	-
Justice Technology Services Program	2,000	-	-	2,000	-	-
Agencies, Boards and Commissions	2,000	-	-	2,000	-	-

Emergency Planning and Management	2,000	-	-	2,000	-	-
Policy and Strategic Planning Division	2,000	-	-	2,000	-	-
Public Safety Training	2,000	-	-	2,000	-	-
Total Operating Assets to be Voted	18,000	-	-	18,000	-	-
Capital Expense						
Ministry Administration Program	6,411,500	5,521,300	620.2	890,200	1,155,200	1,949,693
Public Safety Division	16,640,800	(1,431,100)	(7.9)	18,071,900	17,818,100	18,055,899
Ontario Provincial Police	23,053,900	4,074,300	21.5	18,979,600	18,452,800	16,347,855
Correctional Services Program	46,293,200	16,054,600	53.1	30,238,600	32,133,600	42,479,700
Justice Technology Services Program	1,000	-	-	1,000	1,000	-
Emergency Planning and Management	1,000	-	-	1,000	-	-
Policy and Strategic Planning Division	1,000	-	-	1,000	-	-
Public Safety Training	1,001,000	500,000	99.8	501,000	1,113,600	471,399
Total Capital Expense to be Voted	93,403,400	24,719,100	36	68,684,300	70,674,300	79,304,546
Statutory Appropriations	13,372,100	2,183,800	19.5	11,188,300	11,041,600	8,674,074
Ministry Total Capital Expense	106,775,500	26,902,900	33.7	79,872,600	81,715,900	87,978,620
Capital Expense Adjustment	-	-	-	-	-	31,816,332
Total Including Other Adjustments	106,775,500	26,902,900	33.7	79,872,600	81,715,900	119,794,952
Capital Assets						
Ministry Administration Program	1,000	-	-	1,000	-	-
Public Safety Division	1,193,500	(214,500)	(15.2)	1,408,000	1,408,000	15,229,578
Ontario Provincial Police	25,560,600	3,929,500	18.2	21,631,100	11,391,000	7,324,849
Correctional Services Program	7,216,900	(7,072,900)	(49.5)	14,289,800	13,003,800	7,139,500
Justice Technology Services Program	3,351,000	(10,580,000)	(75.9)	13,931,000	13,931,000	12,264,300
Emergency Planning and Management	5,035,000	4,721,000	1,503.5	314,000	296,700	281,323

Policy and Strategic Planning Division	1,000	-	-	1,000	-	-
Public Safety Training	1,000	-	-	1,000	-	-
Total Capital Assets to be Voted	42,360,000	(9,216,900)	(17.9)	51,576,900	40,030,500	42,239,550
Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	2,649,509,487	263,200	0.0	2,649,246,287	2,661,091,400	2,568,332,017

*Note that some figures for 2014-15 and 2015-16 have been restated to reflect transfers to/from other ministries and internal ministry realignments. Interim actuals reflect the numbers presented in the 2016 Ontario Budget.

Appendix: Annual report 2015-16

2015-16 Achievements

Building safer, stronger and more respectful communities

New Strategy for a Safer Ontario

The Strategy for a Safer Ontario will address change in policing and help communities develop local solutions to improve safety and well-being.

In August 2015, MCSCS announced it was developing a new Strategy for a Safer Ontario, including modernizing the Police Services Act. The Act has not changed significantly since 1990, while advances in technology, the frequency of police interactions with vulnerable individuals and public expectation for enhanced oversight and accountability have changed the nature of policing and the role of the police officer.

Public consultations to discuss key pillars of the Strategy for a Safer Ontario and develop a new legislative policing framework are ongoing and include input on how to:

- Implement collaborative, multi-sector approaches to community safety and well-being planning in communities across Ontario
- Improve interactions between police and vulnerable Ontarians, including enhancing front-line responses to those in crisis
- Clarify police duties, modernize training programs and deliver services using a range of public safety personnel
- Enhance accountability and strengthen civilian governance of police services boards
- Develop a provincial framework for First Nations policing to ensure equitable and culturally responsive policing for the Province's First Nations communities

The Strategy is about finding smarter and better ways to do things. As this work begins, the ministry will continue to engage and work collaboratively with service providers, policing partners and municipalities.

Regulating street checks

Putting an end to any practice where police arbitrarily stop individuals without reason, cause or for a clear policing purpose.

MCSCS invited the public to comment on two draft regulations: one that prohibits the arbitrary collection of identifying information by police of individuals who are not suspected of a crime, a practice known as 'street checks'; and one to ensure compliance with the new rules.

The regulations reflect input and feedback received through online submissions, public consultations and meetings with policing, civil liberties groups, privacy and community organizations, and ethnic and cultural groups.

There are four key parts to the regulation governing street checks:

- The express prohibition on the arbitrary collection of identifying information by police
- New rules to protect civil liberties during voluntary police-public interactions that take place for the purpose of keeping communities safe from illegal activities
- New training, data management, reporting and other requirements to strengthen accountability and public confidence
- The ministry will set up a panel of experts to support the development of a training program for front-line police officers

The ministry is also proposing to amend the Code of Conduct under the Police Services Act to ensure that any attempted or actual collection of identifying information that is carried out contrary to the new regulation would be considered police misconduct and subject to disciplinary action. The regulations will be mandatory for every police service in the province.

Respecting civil liberties

Making sure Ontarians are no longer negatively impacted by records from police contacts that do not pertain to criminal activity.

The Ontario Legislature passed legislation introduced by the ministry to strengthen individual liberties by removing unnecessary barriers to employment, education and volunteer opportunities resulting from the inappropriate disclosure of non-conviction and non-criminal records, such as mental health information, in police record checks.

This legislation:

- Applies to all police record check providers in Ontario
- Applies to the majority of purposes for which police record checks are conducted, and clearly articulates exceptions
- Establishes and standardizes three types of police record checks
- Specifies the types of information that can and cannot be disclosed under a check
- Ensures individuals have an opportunity to review the results before releasing information to a third party

The legislation allows for the disclosure of non-conviction information in vulnerable sector checks only in exceptional circumstances.

Combatting sexual violence and harassment

Sexual violence and harassment is never okay and government has a key role to play in making sure survivors of sexual violence feel safe.

It is estimated that fewer than four per cent of sexual assaults are reported to police. MCSCS has invested \$500,000 for research examining issues around the reporting of sexual violence, including how police investigate cases and respond to victims. This is part of the Government's commitment in *It's Never Okay*, a strategy to end sexual violence and harassment.

The results of the research may inform future policies and programs in order to improve police investigative practices and better support victims, and help contribute to making campuses more responsive to the needs of assault survivors. Additional research will focus on unique issues facing Aboriginal women and girls.

Ontario hosted a three-day conference in February 2016 for partners who interact with victims of sexual violence, with a goal of improving results for assault survivors. This ground-breaking conference brought together police officers, Crown attorneys, sexual assault nurse examiners and others who work with victim and witness assistance programs and community agencies.

Getting tough on contraband tobacco

Strengthening the enforcement partnership between the Ontario Provincial Police and the Ministry of Finance will help to break the link between organized crime and contraband tobacco.

MCSCS has created a Contraband Tobacco Enforcement Team within the Ontario Provincial Police (OPP). Part of the OPP's Organized Crime Enforcement Bureau, the team is dedicated to investigating the smuggling and trafficking of contraband tobacco, and will work closely with local, provincial, national and international law enforcement agencies to break sophisticated contraband tobacco networks across Ontario.

The team is also working with the Ministry of Finance's tobacco tax enforcement staff by sharing information and collaborating on contraband tobacco enforcement investigations.

Supporting police and community partnerships

It is incredible to see what can be accomplished when police and the community work hand-in-hand to create opportunities for youth, prevent crime and build safer communities across Ontario.

MCSCS invested over \$2 million in 25 community safety and well-being projects across the province in 2015-16 to support local police and community groups in their efforts to build safer, stronger communities. These projects included:

- Youth mentoring programs

- Training initiatives for social and health workers to better support and treat their clients with mental health challenges
- Programs that help combat domestic violence through early intervention

Funding was provided through the Proceeds of Crime – Frontline-Line Policing Grant that helps local police services and their partners carry out crime prevention and community safety and well-being initiatives. Grant money comes from assets that have been seized and turned over to the Province as Proceeds of Crime.

Increased oversight and protection for marine mammals

Ending the practice of breeding or acquiring orcas while regulating the care and treatment of marine mammals in the province ensures that Ontario continues to have among the toughest animal protection laws in Canada.

Ontario became the first province in Canada to set specific standards of care for marine mammals such as dolphins, beluga whales, walruses, sea lions and sea otters. A prohibition on the possession and breeding of orcas also came into effect in May 2015.

A new regulation under the Ontario Society for the Prevention of Cruelty to Animals Act sets out enhanced standards of care for nutrition, reproduction, light and exposure, water quality, enclosures and access to qualified veterinary care. It also establishes administrative requirements to strengthen accountability through mandatory record keeping and enhancing animal management and care through the creation of an animal welfare committee, and individual animal welfare plans.

The comprehensive standards of care will come into force on May 1, 2016. Some standards, such as capital improvements, will be phased-in over two years to allow facilities time to make all necessary changes.

Strengthening accountability and transparency in death investigations

Ontario's Death Investigation Oversight Council is unique in Canada and is a valuable resource for Ontario's death investigation system.

The Death Investigation Oversight Council – the first body of its kind in Canada – administers a public complaints process regarding death investigations to help families. It also makes recommendations on matters related to the Province's death investigation system.

The Province is proposing to expand the role of the Death Investigation Oversight Council to enable the council to provide advice and make recommendations to the Chief Coroner with respect to whether a discretionary inquest is called or not. While mandatory inquests are required by law for certain types of deaths, discretionary inquests are called by the Chief Coroner when it is believed there may be system issues that, when explored through an inquest, could advance public safety.

These proposed changes would increase accountability by providing a new lens on trends and issues of public interest and enhance accountability in the system.

Protecting the front-line

Post-traumatic stress disorder can result in devastating and far-reaching impacts on our first responders and their loved ones.

Evidence shows that first responders such as police personnel, firefighters and paramedics are at least twice as likely as the general population to suffer from post-traumatic stress disorder (PTSD), due to the risk of routine exposure to traumatic stressors.

The ministry supported the Ministry of Labour's initiative to help prevent / mitigate the risk of PTSD among first responders. The prevention strategy includes:

- A public campaign to increase PTSD awareness among first responders, and eliminate the stigma that too often prevents them from seeking help
- A free online toolkit with resources on PTSD tailored to meet the needs of employers in each of the first responder sectors
- Grants for research that support the prevention of PTSD

In 2015-16, the Ontario Police College (OPC) introduced the *Road to Mental Readiness* (R2MR) into police recruit training. R2MR addresses the serious issue of mental wellness within the policing community. The course is designed to reduce the stigma of seeking help and promoting an understanding of mental health issues. OPC is working with police services to deliver the course to all of Ontario's police personnel.

Transforming the Correctional System

Hiring new correctional officers

Correctional officers are a vital part of the work that is underway to transform Ontario's correctional system.

The ministry hired 252 new correctional officers in 2015-16, to increase staffing levels at the Province's correctional facilities, enhance program delivery and improve staff and inmate safety.

All new correctional officers must successfully complete an eight-week comprehensive program at the Ontario Correctional Services College (OCSC), which includes mental health training, inmate management techniques which consider the unique needs and concerns of Human Rights Code-protected groups, including indigenous inmates, and a thorough assessment and evaluation of all recruits.

Enhancing mental health care in correctional facilities

The earlier the mental health needs of an inmate are addressed, the greater the opportunity for success in terms of treatment, rehabilitation and reintegration.

MCSCS has increased the number of mental health nurses in the province's correctional facilities to ensure that inmates receive the help they need faster. As of the end of 2015-16, there were 44 full-time nurses and one part-time nurse at 21 correctional facilities, adding to the 328 full-time nurses and one part-time nurse in 2014-15. These additional nurses help to ensure that supports are in place for inmates with mental health issues.

In addition, a new mental health screening process was implemented in institutions for all new inmate admissions. The new screening process provides a more comprehensive assessment of the inmate's mental health needs.

Specialized training for probation and parole officers

Working to reduce the risk of re-offending by providing specialized training for probation and parole officers.

The ministry continues to deliver specialized training to probation and parole officers to work with high-risk cases such as domestic violence and sex offenders. Between January 1, 2015 and February 26, 2016, 465 probation and parole officers completed Risk Assessment for Sexual Offenders, Ontario Domestic Assault Risk Assessment, Working with Domestic Violence Offenders, Working with Sexual Offenders or Intensive Supervision Officer training.

In addition, 13 experienced Program Delivery Officers have been assigned to deliver rehabilitative group programs for medium-to-high risk offenders in areas known to cause or promote crime. They also completed a Program Gap Analyses in 2015-16 to prioritize training and offer specific rehabilitative programs in areas of need.

Regional intermittent centre for Elgin Middlesex Detention Centre

Intermittent centres help to address capacity issues, reduce contraband and improve staff and inmate safety.

Construction has been completed on a regional intermittent centre (RIC) on the grounds of the Elgin Middlesex Detention Centre (EMDC) in London. The 112-bed facility will be operational in the first quarter of 2016-17. An intermittent sentence is a sentence of 90 days or less that offenders serve in segments of time, typically on weekends. Intermittent centres are a safe and smart way to address capacity pressures, reduce the flow of contraband into the main building and separate offenders serving short-term sentences from the general inmate population.

The \$8.5 million RIC is a tension membrane structure, which uses a non-corroding aluminum substructure overlaid with membrane panels placed under high tension. Construction costs using this technology are generally cheaper than conventional structures. The RIC is as secure as traditional construction projects.

Modernizing the Hamilton-Wentworth Detention Centre

Upgrading correctional facilities is a key part of Ontario's transformation of the correctional system to help break the cycle of re-offending.

Construction has begun on infrastructure upgrades at the Hamilton-Wentworth Detention Centre (HWDC) to increase functionality and improve safety in the correctional facilities. Improvements include:

- Replacing exterior windows and security screens
- Upgrading the emergency generator that supplies power when outages occur

- Upgrading the Building Automation System and the heating, ventilation and air conditioning systems to improve efficiency and lower operating costs
- Replacing the electrical service and distribution systems with newer, more efficient equipment

Reviewing corrections' segregation-related policies

Taking a hard look at segregation to ensure inmates are treated with dignity and that their Human Rights Code-related needs are respected.

MCSCS launched a comprehensive review of its segregation-related policies and use in correctional facilities, including how these policies interact with other correctional services mental health policies.

While inmates in segregation represent a small percentage of the total inmate population, they often have complex and overlapping needs, which frequently include mental health issues.

This review includes consultations with mental health experts, civil liberty groups, correctional staff, bargaining agents and partners, as well as organizations like the Ombudsman's Office and the Ontario Human Rights Commission.

A final report and recommendations from the Segregation Review will be delivered in 2016-17.

Implementing a Correctional Services' Human Rights Plan

Supporting ongoing efforts to foster workplaces and services that are consistent with human rights principles.

The Correctional Services' Human Rights Plan (HRP) is a multi-year action plan to identify and address discrimination and harassment in Correctional Services' employment and service delivery, with a special focus on the needs and concerns of indigenous peoples.

This ongoing work will:

- Build an internal indigenous and human rights subject matter bank to support implementation and provide advice on issues affecting indigenous employees and inmates/clients
- Implement an exit survey to gather information about human rights experiences in custody
- Improve the client complaints system to identify system issues
- Implement a client human rights and accommodation policy
- Apply human rights principles and indigenous people's perspectives to operational policies/programs
- Make our workforce more representative and diverse at all levels and areas of the organization
- Improve employee complaints processes, including identifying and addressing systemic trends and issues

Emergency preparedness

Keeping an eye on potential emergencies

The Provincial Emergency Operations Centre is an important resource to help co-ordinate the province's role in reducing the impact of a disaster and speed up recovery by communities.

Ontario opened a new, state-of-the-art Provincial Emergency Operations Centre (PEOC) in 2015-16. Operated by the Office of the Fire Marshal and Emergency Management (OFMEM), the centre co-ordinates the Ontario Government's response to major emergencies such as flooding, forest fires or a building collapse, while also serving as a key resource for municipalities and First Nations that require provincial assistance.

Staffed around the clock with emergency management experts, the new centre, located within the Forensic Services and Coroner's Complex in Toronto, features an 82-seat operations room, which includes a 21-metre-wide wall display that gives a real-time view of emerging emergencies. The wall display – the largest of its kind in Canada – is made up of 30 LED rear-projection screens, which can show up to 20 feeds from data, image or video sources such as traffic camera systems, social or broadcast media.

Keeping the Pan Am and Parapan Am Games safe

The Pan Am and Parapan Am Games were the largest international, multi-sport event ever held on Canadian soil. OFMEM coordinated consequence management situation awareness for all Games partners through the PEOC.

OFMEM coordinated consequence management planning for the Pan Am and Parapan Am Games, and provided fire advisory services to host municipalities, and to TO2015, the Games' organizing committee. The OFMEM's co-led Provincial Integrated Exercise Program ensured alignment of public service delivery plans and operations across municipal, provincial and federal jurisdictions engaged in supporting the Games.

Investing in infrastructure

Ontario Provincial Police open new detachment in Kawartha Lakes

Ontario has embarked on one of the largest investments in public infrastructure in the province's history, creating a dynamic, innovative environment where business thrives.

The Ontario Provincial Police (OPP), moved into a new state-of-the-art detachment in the City of Kawartha Lakes. The new building features:

- Evidence vaults with an evidence processing area
- Fingerprint room
- Four holding cells
- Multi-purpose boardroom with public access for community meetings
- Secure compound to accommodate seized vehicles

The new 1,950 square metre facility replaces the previous OPP detachment that was constructed in 1959 to accommodate 12 officers. The new facility is home to more than 70 employees.

Table 3: Ministry interim actual expenditures 2015-16 (\$M)

Operating: \$2,579.4

Capital: \$81.7

Staff Strength (as of February 29, 2016): 16,663 (Ontario Public Service Full-time Equivalent positions)

Note: Interim actuals reflect the numbers presented in the 2015 Ontario Budget.

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