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Special Investigations Unit

# Annual Report

*2024-2025*



[www.siu.on.ca](http://www.siu.on.ca)

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## A Message from the SIU Director

I am pleased to present the Annual Report of the Special Investigations Unit for 2024-2025.

The SIU is Ontario's civilian oversight agency charged with investigating the conduct of police officers resulting in death, serious injury, a firearm discharge at a person or a sexual assault allegation. Its mandate is limited to a consideration of criminal liability. Thus, if the investigation gives rise to a reasonable belief that a criminal offence has been committed, the SIU will lay the appropriate criminal charge against the police officer and the matter will proceed through the court system for a final determination of guilt or innocence.

Alternatively, where there are no reasonable grounds to believe a criminal offence was committed, the SIU cannot proceed with criminal charges. In this instance, a full report of the investigation is prepared and posted on the SIU's website.

This year was another busy one. The caseload remains high and investigators, and staff at all levels of the operation, are going above and beyond in order that investigations continue to be conducted professionally and to high standards. As the heart and soul of the operations, I am deeply grateful for their efforts each and every day. Moving forward, I am committed to working to secure the resources they need to ensure that the office can stay on top of its increasing caseload.

In the pages that follow, the reader will see the work of the SIU across all aspects of its business, from the front-and-centre work of investigations to the services and support it extends to victims, its efforts at public transparency through community outreach and media relations, the training and education SIU staff receive to keep them at the top of their game, and the behind the scenes and vital work of its administrative, legal and information technology staff.

Of particular note are the initiatives undertaken by the SIU over the fiscal year to prepare the office for the addition of the Nishnawbe Aski Police Service (NAPS) within its mandate. The province witnessed history in December 2024 when NAPS became the first Indigenous police service in Ontario to opt-in to the *Community Safety and Policing Act*. Among other things, that meant that First Nations communities policed by NAPS will now enjoy the same level of independent oversight of the police as other communities have had since the inception of the SIU in 1990. Under the guidance of a newly formed position at the SIU – Senior Advisor, Indigenous Relations Engagement and Development - numerous outreach, training and cultural exchanges pursued by the SIU have readied the office to effectively undertake these investigations.

In closing, I can report that the SIU remains a vibrant and vigorous institution in the administration of justice in Ontario. The province's citizens can remain confident that police conduct in the most serious of cases will be subject to independent and effective oversight.

Sincerely,

A handwritten signature in cursive script, reading "Joseph Martino".

Joseph Martino, Director

## Land Acknowledgement

We acknowledge that the Special Investigations Unit is headquartered in Mississauga situated on the lands of Treaty 13 and the Territory of the Mississauga's of the Credit. This land is shared by many Indigenous peoples and diverse cultures. We honor and respect the original stewards of this territory and their connection to the land and waters.

For thousands of years, Indigenous peoples have cared for the land, water, and its natural resources, guiding their communities through teachings of love, respect, humility, bravery, honesty, courage, and wisdom that profoundly inform our work. As we strive for transparency and accountability, we commit to honoring these principles in all our investigations across Ontario.

We recognize the importance of meaningful relationships with the Indigenous peoples across turtle island, incorporating their perspectives into our practices, and valuing their contributions to our collective wellbeing on mother earth. We are grateful for the opportunity to work alongside the land's original inhabitants and honor their connection to this territory.

In our commitment to civilian oversight and justice, we commit to approach our work with humility and respect for the diverse cultures and traditions of the First Nations, Inuit, and Métis peoples, ensuring their voices are heard and valued throughout our processes.

## Terminology

### Director

The SIU is led by the Director who must never have served as a police official. The Director oversees all the SIU's operations. They can be appointed to serve a maximum of two five-year terms by Order in Council.

### Subject Official

A subject official is an official whose conduct, in the Director's opinion, may have resulted in the death, serious injury, firearm discharge or alleged sexual assault under investigation.

Subject officials are invited, but cannot be compelled, to present themselves for an interview with the SIU, nor do they have to submit their notes to the SIU. Once they become the focus of an investigation and, therefore, under criminal jeopardy, the subject official is granted the same rights as any citizen under the *Charter of Rights and Freedoms* to protections against self-incrimination.

### Witness Official

A witness official is an official who, in the opinion of the SIU Director, is involved in the incident under investigation but is not a subject official. Witness officials have a duty under the *Special Investigations Unit Act, 2019* (SIU Act), to submit to interviews with SIU investigators at the earliest opportunity. The SIU is also entitled to a copy of their notes.

### Affected Person

An affected person is the individual who died, suffered serious injury, is the subject of a reported sexual assault or was fired at in an incident involving police. Affected persons and/or their families are provided support and updates by the SIU.

### Director's Report

In cases where the Director finds no evidence to proceed with criminal charges against the police official(s) involved, a Director's Report is published on the SIU website. The Director's Report provides a summary of the investigation, the evidence gathered and the findings of fact by the Director that led to the decision.

### Memo

In cases found to fall outside the SIU's jurisdiction, such as where the affected person is found at a later point to have not actually suffered a serious injury, the Director will terminate the investigation and issue a memo that outlines the reasons for the decision. Cases can be re-opened if new evidence comes to light.

### Serious Injury

A person sustains a serious injury if the injury in question is likely to interfere with the person's health or comfort and is not transient or trifling in nature. A serious injury includes:

- An injury that results in admission to a hospital
- A fracture to the skull, or to a limb, rib, or vertebra
- Burns to a significant proportion of a person's body
- The loss of any portion of a person's body
- A loss of vision or hearing

### Investigative Management Reports

Investigative Management Reports (IMRs) are reports prepared to document cases reported to the SIU that do not fall within the SIU's statutory mandate. Unlike cases that are discontinued at a later point because they do not fall within SIU jurisdiction (see "Memo", *supra*), it is clear based on the information initially provided to the SIU at intake or following a preliminary assessment by a SIU Investigative Manager that these matters are not within the mandate.

## The SIU: What it Does

The SIU is a civilian law enforcement agency in Ontario that has jurisdiction over municipal, regional, and provincial police officers, special constables employed by the Niagara Parks Commission, peace officers with the Legislative Protective Service and, as of December 2024, officers with the Nishnawbe Aski Police Service.

The SIU – independent of any police service and operating at arm's-length from the Ministry of the Attorney General – investigates incidents involving officials where they are implicated in the following cases:

- The death of a person
- The serious injury of a person
- The discharge of a firearm at a person
- The sexual assault of a person

The SIU conducts investigations to determine whether there are grounds to charge an official in relation to the incident under review. If the SIU Director determines that there are reasonable grounds to believe that an official has committed an offence under the *Criminal Code of Canada*, the SIU Director is compelled to charge the official.

Where the grounds do not exist to lay a charge, the Director will instead issue a public report – the Director's Report - summarizing the investigation and reasons for the decision.

All investigations are conducted by SIU civilian investigators, who are peace officers.

# Vision, Mission and Priorities



## Our Vision, Mission, and Priorities

### VISION

*To nurture the trust and confidence of all Ontarians in the independent civilian oversight of police across the province.*

### MISSION

*To serve the public by holding Ontario's police accountable through independent and transparent criminal investigations into the most serious police-civilian interactions.*

*To build a modern workplace that delivers high quality investigations and services for the public and affected persons.*

### PRIORITIES



#### Excellence in Investigations

*Ensure high quality investigations*

**Priority 1-A** | Develop a robust, in-house training program focused on building investigative skills and a culture of teamwork (Complete by year 2)

**Priority 1-B** | Provide investigative staff with the most up-to-date technology and equipment (with the associated training) to assist in completing high quality investigations (Complete by year 2)

**Priority 1-C** | Conduct a review to improve investigative processes to be more effective and efficient in achieving the legislated 120-day timeline (Complete by year 2)



#### Greater Public Transparency

*Ensure the SIU is as open with the public as possible*

**Priority 3-A** | Create a new communications plan to enhance information flow with the public and other stakeholders throughout the investigative process (Complete by year 3)

**Priority 3-B** | Establish new and diverse ways to engage the public through a revised outreach program (Complete by year 3)

**Priority 3-C** | Expand the Director's Resource Committee beyond the Greater Toronto Area to establish meaningful connections with communities that have regionally diverse experiences/perspectives (Complete by year 3)

**Priority 3-D** | Develop and publicly report on more performance measures to demonstrate commitment to accountability (Complete by year 3)



#### Proactive Police Oversight

*Maximize the SIU's ability to be strategic and responsive*

**Priority 2-A** | Create processes and tools to support the collection, analysis and reporting of race-based data (Complete by year 1)

**Priority 2-B** | Build a comprehensive data inventory to support identifying and reporting on trends in policing (Complete by year 3)

**Priority 2-C** | Create processes to continuously support the identification and reporting of best practices on independent civilian oversight within the organization and beyond (Complete by year 3)



#### Modernizing the SIU

*Foster a modern, skilled, diverse, and inclusive workplace*

**Priority 4-A** | Develop and implement a strategy for recruitment and retention of staff to minimize turnover and contribute to the SIU's stability (Complete by year 3)

**Priority 4-B** | Develop and implement a new human capital plan to meet future talent management needs (Complete by year 5)

**Priority 4-C** | Develop and implement a new diversity plan, in conjunction with the human capital plan, that enables the organization to reflect the diversity of Ontarians (Complete by year 5)

**Priority 4-D** | Provide staff with modern IT infrastructure, technology and tools to support their work (Complete by year 5)



# Building Stronger Civilian Oversight

The SIU's commitment to leading the field in civilian oversight of policing is demonstrated through its proactive public engagement.

## Canadian Association for Civilian Oversight of Law Enforcement

The SIU attended the annual Canadian Association for Civilian Oversight of Law Enforcement (CACOLE) conference in Calgary, held between May 27 and May 29, 2024. CACOLE is a non-profit organization of individuals and agencies involved in the oversight of police officers in Canada. The SIU Director participated on a panel that looked at the implications of the proliferation of police body-worn cameras on the work of civilian oversight of the police.

## Police Association of Ontario Annual General Meeting

On May 30, 2024, in Windsor, the SIU attended the annual general conference of the Police Association of Ontario, which represents front-line officers across the province. The SIU Director participated on a panel with representatives from the Law Enforcement Complaints Agency (LECA) and the Inspector General of Policing to talk about issues confronting civilian oversight of policing in Ontario.

## SIU Meets with Ontario Provincial Police 'SIU Liaison Officers'

On October 2, 2024, the SIU travelled to the headquarters of the Ontario Provincial Police (OPP) in Orillia to address a gathering of the OPP's SIU Liaison Officers from across the province. Of particular interest at the meeting was the issue of body-worn cameras, and the redaction of video footage, or the muting of cameras by officers.

## SIU Participates at Annual Meeting of Heads of Police Oversight Agencies

On October 29 and 30, 2024, the SIU attended the annual meeting of the Heads of Police Oversight Agencies in Ottawa, hosted by the RCMP Civilian Review and Complaints Commission. This yearly event provides a valuable platform for oversight agencies nationwide to discuss common concerns.

## SIU Presents at the Annual Conference of Coroners and Pathologists

On November 6, 2024, the SIU addressed the province's coroners and forensic pathologists at their annual education conference to discuss the ways in the work of the three offices intersect. Specific case examples were shared to highlight the significance of the collaborative relationship between the SIU, the Coroner's Office, and the Office of the Chief Forensic Pathologist.

## SIU Speaks at Police Discipline and Governance Seminar

On November 7, 2024, the SIU visited Orillia to speak with a group of leaders in the area of professional standards and governance in policing. Attendees were particularly interested in the recent changes to the public complaints system brought about by the *Community Safety and Policing Act, 2019*, which came into effect on April 1, 2024. The SIU discussed the agency's new reporting obligations to LECA and the Inspector General of Policing.

## SIU Meets with Alberta Association of Chiefs of Police

In November 2024, at the invitation of the Alberta Association of Chiefs of Police, the SIU Director travelled to Banff, Alberta, to speak at the association's annual conference. A principle focus of the conference was the effort underway in Alberta to consolidate its police oversight agencies. The SIU Director participated in a panel discussion about the pros and cons of the system in place in Ontario.

## SIU Director's Resource Committee

On November 13, 2024, the SIU met with the Director's Resource Committee (DRC). The committee brings together community agencies and representatives to discuss shared interests in police oversight. Present at the meeting were representatives from the Canadian Mental Health Association, the Urban Alliance, the Ontario Association of Interval and Transition Housing, the Council of Agencies Serving South Asians, the Ontario Federation of Indigenous Friendship Centres, and the Black Legal Action Centre.

A list of the current DRC members is available here: <https://www.siu.on.ca/en/drc.php>

# Community Connections and Outreach

Nurturing the community's confidence in the work of the SIU and increasing awareness throughout the province of the SIU and its mission, remain important priorities of the SIU's outreach initiatives. In 2024-2025, the SIU's Outreach Program focused on engaging diverse populations, communities, and key stakeholders.

## SIU Presents at the OPP Citizen's Police Academy

The SIU attended the "Citizen's Police Academy" at the Fergus OPP Detachment on April 24, 2024, where they delivered a presentation on the role and responsibilities of the SIU, followed by a Q & A session. This 10-week program, hosted by OPP departments across Ontario, included about 20 civilians aged 20 to 70, offering them insight into the policing world and the work of the SIU as a police oversight agency.

### SIU Outreach at Open Streets Event in City of Hamilton

On May 26 and June 23, 2024, SIU staff participated in Open Streets Hamilton, where streets were closed to vehicular traffic and opened for pedestrians to walk, cycle, roll, and engage in various activities. The area was converted into a public space featuring physical activity stations and other interactive events. Many pedestrians engaged with SIU to learn more about its business and explore some of the SIU assets, such as the Mobile Command Unit and Forensic Identification trucks.

### SIU Attends Association of Black Law Enforcers Scholarship Awards Gala

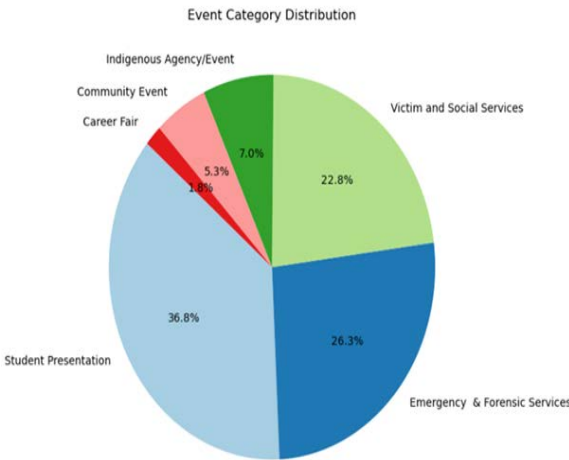
On November 16, 2024, the Association of Black Law Enforcers (ABLE) hosted their 32nd Annual Scholarship and Awards Gala at Casino Rama Entertainment Centre. ABLE is a non-profit organization formed in 1992 to address the needs and concerns of racialized groups in law enforcement, and the communities they live and serve in. At the event, several students of high achievement were honoured and awarded scholarships to assist with their educational goals in the justice sector.

### Big 12 Homicide Unit Commanders

On September 23, 2024, the SIU attended the 2024 Big 12 Homicide Unit Commanders meeting at York Regional Police headquarters. This event brought together senior command staff from the twelve largest police services in Ontario for an in-depth discussion on the SIU. The discussions focused on improving the working relationship between the SIU and police services when both parties have an investigative interest in an incident.

### Outreach Program Statistics

Event Category	Number of Events	Number of Contacts
Career Fair	1	300
Community Event	3	457
Emergency & Forensic Services	15	776
Indigenous Agency / Event	4	2,485
Student Presentation	21	1,046
Victim and Social Services	13	146
<b>Total Events</b>	<b>57</b>	<b>5210</b>



# Investing in Youth and Planning for the Future

## Student Programs

The SIU offers a range of cooperative and student placements throughout the year, providing youth with opportunities to work in their chosen fields of study.

Some examples of skills and experiences gained by students over their placements include:

- Designing the new SIU outreach brochure
- Assisting in preparation and planning for SIU Town Halls
- Establishing contacts in the community and various sectors for outreach purposes
- Conducting outreach presentations about the SIU
- Performing research and analysis of data from case files
- Providing administrative support for training and orientation initiatives

The SIU participated in the Ontario Public Service Summer Employment Opportunity Program with three summer students in 2024.

### **SIU Summer Law Student**

*"I had the privilege of working with the legal team at the SIU as a second-year summer law student and into my third year of law school. The experience provided a rare opportunity to observe the intricacies of police accountability within a criminal law context, as well as the conscientious decision-making process of government lawyers. Under the guidance of SIU lawyers and legal support staff, I refined my legal research and writing skills by drafting memoranda on emerging issues affecting the SIU. These projects included exploring the scope of the SIU's jurisdiction to investigate and receive notifications of certain incidents, the agency's obligations under privacy legislation, and potential improvements to current policies. Through my interactions with the SIU's leadership, investigative team, and policy staff, it was clear that everyone was deeply committed to fulfilling the SIU's mandate and recognized the agency's critical role in ensuring police accountability in Ontario. This role allowed me to gain hands-on experience in a specialized criminal law context and exposed me to the intersection of law, policy, and public interest in a way that greatly enriched my legal studies."*

**Arshdeep**

### **SIU Summer Student Experience**

*"This experience gave me the opportunity to develop and hone various important professional skills such as written, communication and organizational skills. Moreover, I gained further insight into the legal industry and government operations, solidifying my interest in law. In my role as an administrative assistant, I had the opportunity to work alongside amazing individuals in the director's office. I was given certain responsibilities and duties that were proportional to my abilities and crucial in developing my professional skills.*

*Everyone at the SIU had a diverse range of experiences and were extremely friendly despite not working with me directly. During my time in the summer, I found that the SIU fostered a positive atmosphere which was vital in maintaining the office as a safe and comfortable workspace for everyone, especially as the work can involve handling sensitive issues or information. This was my first professional experience working in an office setting and it was extremely valuable and has proven to be vital preparation as I continue my education and career."* **Rachel**

### **SIU Summer Student Experience**

*"I was given the opportunity to work at the SIU as a student legal assistant for the summer following my Co-op placement earlier in the year. I was given a warm return to this outstanding team and exposed to many different aspects of the SIU. During my time, I learned the ropes of being the receptionist, assisted with inventory and worked with the other student assistants to ensure that a vehicle was always accessible to the investigators from all around Ontario. I learned how to differentiate multiple voices on an audio recording (police radios, helicopter audios and interview recordings) and put them into a transcript that was easy to follow and easily accessible. Through this experience, I learned so many skills that have improved my critical thinking, deepened my understanding of investigation, and of course, added to my hands-on abilities. I am truly honoured to have been given the chance to work with the SIU again and hope to return in the future."* **Rochelle**

### **Take Our Kids to Work Day**

On November 6, 2024, 35 students and several teachers visited the SIU's headquarters to partake in the annual Take Our Kids to Work Day. The students learned about the SIU's mandate, received a crash course in conducting interviews, and toured the agency's building, forensics lab, forensic vehicles and the Mobile Command Unit. They then spent much of the day acting as investigators for a mock scenario involving a bank robbery followed by a police officer shooting a man. The students were engaged throughout, made smart observations, and asked many great questions.

# Communications

## Communication with the Media

The SIU recognizes the importance of providing accurate and timely information of its cases to the public it services. The SIU's media relations team, based out of the SIU's headquarters in Mississauga, is comprised of two Communications Coordinators who work on a rotating basis to respond to media inquiries 24/7. Between April 1, 2024, and March 31, 2025, the SIU received numerous inquiries from media representatives through email, phone and text. In cases that attract significant public attention, a spokesperson will, when feasible, attend the scene to provide updates directly to media. For incidents occurring at lengthy distances from the SIU headquarters in Mississauga, the spokesperson communicates with the media virtually, using platforms such as FaceTime or Zoom.

Here are some ways the SIU communicates information about its cases:

- **Status of SIU Cases Chart** - To ensure the public remains informed about the status of all investigations, the SIU maintains an online case status chart, available at: [https://www.siu.on.ca/en/case\\_status.php](https://www.siu.on.ca/en/case_status.php). This tool allows users to track the progress of investigations, with search options by case number, police service, year, status and type of case.
- **Breakdown of Occurrences** - The SIU tracks its total caseload by type. This information is available here: [https://siu.on.ca/en/report\\_occurrences.php](https://siu.on.ca/en/report_occurrences.php).
- **Director's Reports** - At the conclusion of a SIU investigation, if the evidence does not satisfy the Director that there are reasonable grounds to lay criminal charges, a Director's Report is produced and published on the SIU's website.
- **Social Media** – The SIU posts all its news releases on the SIU's X (formerly known as Twitter) account. Follow the SIU here: <https://twitter.com/SIUOntario>.

Members of the media can contact the SIU's media relations team at [siu.media@ontario.ca](mailto:siu.media@ontario.ca).

## SIU's X Account

Over the last year, the SIU's X account has accumulated nearly 25,000 followers. In that time, the SIU's posts made more than 825,000 impressions (anytime a user sees a post) and had an average 7% engagement rate. For context, a 1% engagement rate is considered positive.

## Balancing Transparency with the Investigation

The tension between the need for an agency such as the SIU to share information with the public and the obligation to keep certain information confidential because of legal and policy restrictions presents a constant challenge. This requires a balancing act, as the needs and sensitivities of the media, affected persons, next of kin, the community, law enforcement and the SIU must all be considered within a legislative framework. It is imperative to ensure that

the information released is fair, does not prejudice the investigation and does not violate the privacy rights of those involved.

As part of its commitment to transparency and accountability, the SIU regularly issues news releases. These are typically published when an investigation is launched, during key developments, and at the conclusion of a case—whether it results in a criminal charge, a Director's Report (no charge), or a closure by memo.

## News Releases

Over the 2024-2025 fiscal year, the SIU issued an average of nearly 36 news releases every month, for a total of 436 news releases. Members of the public are welcome to subscribe to the SIU's news releases on the SIU website: [https://siu.on.ca/en/news\\_subscription.php](https://siu.on.ca/en/news_subscription.php).

**Director's Report:** In 2024-2025, the agency published 248 news releases accompanying the Director's Report. In cases where the Director found no evidence to proceed with criminal charges against the police official(s) involved, a Director's Report is published on the SIU website accompanying the news release. The Director's Report provides a summary of the investigation and evidence gathered, and the findings of fact by the Director that led to the decision.

**Case Closed by Memo:** In cases found to fall outside the SIU's jurisdiction, for example when the affected person did not suffer a serious injury, the Director will terminate the investigation and issue a memo that outlines the reasons for the decision. When this occurs, the Director does not render a decision as to whether a criminal charge is warranted in the case or not. These matters may be referred to other law enforcement agencies for investigation. A news release is issued in every case closed by memo. 59 news releases of this type were published in 2024-2025.

**Case Update:** During an investigation, an update to the status of the investigation may be provided via a news release. During 2024-2025, 26 news releases were issued to provide status updates during an investigation.

**Initial:** At the beginning of an investigation, an initial news release is issued for cases involving a death, firearm discharge at a person, major collision, or other high-profile matter. In 2024-2025, 84 initial news releases were issued.

**Charge Laid:** If the Director finds evidence to lay criminal charges against a police official, charges will be laid, and a news release issued with the official's name, charge(s) and court date. 17 news releases were issued of this nature in 2024-2025.

**Other:** There were 2 news releases issued on other topics.

**Total Number of Media Inquiries:** There were 1,124 inquiries responded to via email, phone, and text.



**Total Public Emails Received via Website Contact Form/General Inbox:** SIU's website is often the first point of contact for the public looking for information. During 2024-2025, 3,254 emails were received. These included witness submissions, audio/video evidence, general public inquiries, outreach requests, legal correspondence, police background check requests, public feedback, injury notifications, career interest, and student placement inquiries.

## Modernizing Technology and Equipment

The SIU's continuing efforts to modernize its technology and equipment will ensure that SIU staff have the best tools at their disposal to work more efficiently and effectively.

### *Artificial Intelligence Using AXON Digital Evidence Management System*

The SIU is currently using Artificial Intelligence to assist with transcriptions of audio files. In 2023/24, the SIU implemented a Digital Evidence Management (DEM) system. Over the past year, the agency explored and tested how the transcription feature in DEMs could be utilized to automate transcriptions of interviews, recordings from police, 911 calls, etc. Using this AI feature in DEMs has enhanced efficiency by roughly 43%. For example, a 60-minute audio file that would normally take a transcriber approximately seven hours to transcribe, format and proof now takes a total of three hours.

### *Electronic Survey for Race-Based Data Collection*

The SIU's Affected Persons Program oversees the SIU's collection of race-based data from the persons impacted by its investigations. An electronic survey was developed to move from a paper-based survey to an electronic data collection tool, which was expected to improve response rates. The survey is voluntary and was rolled out in May 2024. Since then, the percentage of surveys completed via e-survey was 31% by Affected Persons and 85% for Subject Officials; a slight increase from paper-based surveys.

### *Niche Records Management System*

In 2023, the SIU implemented a new case management system, Niche, specifically designed for law enforcement organizations. The system was configured to support highly sensitive data with more functionality to assist the SIU to generate reports. Over the past year, the SIU has successfully migrated all its investigative records to Niche. Additionally, efforts have been made to design reports that capture critical caseload information, improving the SIU's data analytics capacity and track key performance indicators.



## Online Vehicle Fleet Management System

A new online Fleet Management System was implemented for investigators to book a fleet vehicle. The move to a paperless online system eased a number of issues related to booking a vehicle, including availability of fleet and logging mileage. The new system is improving the SIU's ability to more efficiently utilize and deploy its fleet vehicles. The SIU is in the process of updating its respective policies to reflect the new system.

## Training

The SIU is committed to the continuous training of its staff in the areas of investigative best practices, cultural competency, administration, management, law, and information technology.

### Investigations: Criminal, Forensic Identification, and Mental Health

In 2024-25, 20 SIU staff, including investigators, forensics investigators, and affected persons coordinators, completed the following training through one of the following organizations: the Ontario Police College, the Canadian Police Knowledge Network, Lightpoint Scientific, and the Crisis & Trauma Resource Institute. Training courses included:

- Criminal Investigators Training
- Forensic Identification Recertification Examination
- CPIC Query Narrative
- Firearm Verification
- Suspect Apprehension Pursuit
- Speed from Video Seminars
- eIntake (eHub)
- Addictions and Mental Health

### Administration

In 2024-25, 15 SIU staff, including management, administrators and advisors, completed the following training with TELUS Health and the Ministry of the Attorney General's Corporate Support and Business Strategies Unit.

- Vicarious Trauma Awareness Training
- Safety and Emergency Procedures
- Lean White Belt session

- Risk Management

## Legal

In 2024-25, seven SIU staff, including legal counsel, completed the following training with the Law Society of Ontario (LSO):

- The Eight-Minute Criminal Court Judge
- Bullying in the Workplace and Beyond

## *Information Technology and Artificial Intelligence*

In 2024-25, four SIU staff completed “Navigating AI: A Practical Guide for Public Servants” with the Institute of Public Administration of Canada.

## Canadian Police Information Centre

The Canadian Police Information Centre (CPIC) is the national information-sharing and communication tool for public safety and law enforcement agencies. It is an important investigational tool for law enforcement personnel and, as such, CPIC policies and procedures are implemented to safeguard its use. Six managers requiring access to CPIC information completed five hours of training.

## SIU Onboarding and Orientation Program

From October to November 2024, 18 new SIU staff received comprehensive, in-house training. The program was designed to ensure that all new investigators are equipped with the knowledge and skills to uphold the SIU’s mandate of independent and transparent oversight. The curriculum covered critical investigative and legal topics, including the statutory authority of SIU investigators, application procedures for search warrants, and the Director’s authority to lay criminal charges.

## Ontario Public Service Required Training

As of March 31, 2025, 91.3% of all SIU staff completed the required training with the Ontario Public Service (OPS) Learning Management System.

Topics included Integrated Accessibility Standards Regulations in the OPS; IASR Information and Communication Standards; Exploring the Roots of Racism; Cyber Security Basics: Information Classification; Cyber Security Basics: Combatting Cyber Threats; SafeSmart for Employees; Workplace Violence Prevention; Working Together – the Ontario Human Rights Code (OHRC) and the Accessibility for Ontarians with Disabilities Act (AODA); Respectful Workplace Policy; and the Workplace Discrimination and Harassment Prevention Program.

### SIU Training Days

The SIU held three multi-day training sessions in 2024-25, hosting subject matter experts to deliver presentations to approximately 85 SIU staff, including:

- The Chief Forensic Pathologist from the Ontario Forensic Pathology Services presented on forensic practices, procedures and standards
- An Instructor from the Ontario Police College explained the updated Ontario Public Interactions Model, formerly known as Ontario Use of Force Model
- A Crown Attorney from the Ministry of the Attorney General spoke about the roles and responsibilities of SIU staff to victims and witnesses

### Sexual Assault Training

In March 2025, the SIU hosted the Chair of the Ontario Ministry of the Attorney General's Sexual Violence Advisory Group (SVAG) for training in which 68 SIU staff participated.

### First Nations, Inuit and Métis Liaison Program Training

In February 2025, the Chair of the SIU's First Nations, Inuit and Métis Liaison Program delivered training to about 20 SIU members to ensure cultural competency and operational readiness among staff engaging with Indigenous communities. The training focused on the integration of First Nations Police Services under the *Community Safety and Policing Act, 2019* (CSPA). The training opened with a land acknowledgement and smudging.

Participants explored the historical and political context of the Nishnawbe Aski Nation (NAN) and the 30-year journey of the Nishnawbe Aski Police Service (NAPS) towards inclusion in the CSPA framework. Training consisted of respectful engagement practices, including cultural protocols, logistical planning for remote community access, and the importance of obtaining territorial permissions.

### Niche Records Management System

68 SIU staff received training, including interactive demonstrations and trials with routine reviews, to ensure strong technical proficiency in the use of Niche.

## Diversity, Equity & Inclusion at the SIU

Diversity, equity and inclusion are core to the business of the SIU and embedded within all programs and initiatives. An SIU that reflects the communities it serves, values fairness within its walls and in the delivery of its services to the public, and gives everyone a voice at the table, is a better SIU.

The following were some of the SIU's efforts towards diversity, equity, and inclusion this past year.

### Diversifying Staff Complement

The SIU continued its efforts to create a diverse workforce through recruitment strategies that targeted the span of Ontario's multicultural communities. These initiatives included the use of ABLE (*supra*) and the SIU's DRC (*supra*) to reach out to qualified candidates through their networks and spheres of influence. A continuous job posting, published on the SIU's website, was also implemented with the aim of attracting competent candidates to SIU jobs outside of specific job competitions.

### The Diversity, Equity, Inclusion and Employee Experience Committee

The Diversity, Equity, Inclusion and Employee Experience (DEIEE) Committee was created in 2021 to formalize the SIU's approach to matters of anti-racism, diversity, equity and inclusion. The committee provides a forum for the development of initiatives and strategies at the SIU to promote diversity, equity and inclusion, and a better work environment for its staff. It also spearheads the delivery of training in these areas to SIU staff. For example, in June, in recognition of Indigenous culture and history, the committee organized facilitated discussions around the four-part documentary - "Thunder Bay" - by Ryan McMahon. Similar events took place during each week of Black History Month, in which discussions were framed around the four-part series - "BLK: An Origin Story".

### Mental Health and Positive Employee Engagement

Staff led and participated in a number of social events to promote and build a supportive organizational culture while celebrating diversity. Employees had the opportunity to engage and interact with each other, building stronger teams and contributing to a more positive work environment.

### Race-Based Data Collection

Since October 1, 2020, the SIU has been asking people involved in investigations - both affected individuals and officials - to voluntarily share personal information, such as their

age, Indigenous identity, cultural background, race, religion or spiritual beliefs, and gender identity as per the agency's requirement under the *Anti-Racism Act, 2019*. Sharing this information is completely optional and does not affect the results of SIU investigations in any way.

In October 2023, the SIU released a public report based on data collected from September 2020 to October 2021. The full report can be found on the SIU's website:

<https://www.siu.on.ca/the-siu-and-race-based-data-collection-en8895>.

In May 2024, the SIU implemented electronically fillable surveys for affected persons and subject officials to enhance accessibility and response rates. These surveys can be accessed via a QR code or a direct web link. Paper-based surveys remain available for individuals who prefer that format. The SIU remains committed to the collection and analysis of race-based data as a means to identify and address potential racial disparities in the conduct and outcomes of its investigations.

On a quarterly basis, the SIU submits detailed progress reports to the Anti-Racism Directorate within the Ministry of Citizenship and Multiculturalism. These reports include data on compliance and response rates, as well as updates and enhancements to the SIU's race-based data collection policies and practices.

## First Nations, Inuit and Métis Liaison Program

The First Nations, Inuit and Métis Liaison Program (FNIMLP) was created in early 2006 to address the unique needs and concerns of Indigenous people and communities as it relates to police oversight. It does so principally by relationship-building between the SIU and Indigenous communities with the aim of facilitating SIU investigations involving or impacting Indigenous persons or interests.

The FNIMLP currently consists of a senior advisor from the Curve Lake First Nation, two lead investigators, eight regional investigators, three forensic identification investigators and an Ojibway-speaking Affected Persons Coordinator from the Couchiching First Nation.

The responsibilities of the FNIMLP include:

- Attend culturally appropriate Indigenous training at least once per year
- Assist with the development and implementation of Indigenous training for all SIU staff

- Assist with the development and delivery of outreach initiatives to Indigenous persons organizations, and communities, and developing and maintaining a positive professional relationship with leaders and representatives of Indigenous organizations and communities
- Track investigative and outreach activities to assist with reporting statistics

Whenever possible, a member of the program leads or participates in investigations involving Indigenous peoples or communities to ensure that investigations are conducted with respect and sensitivity.

### Nishnawbe Aski Police Service Opting-in to SIU Oversight

In December 2024, Indigenous policing in Canada achieved a landmark accomplishment with the Nishnawbe Aski Police Service (NAPS) opting-in to the *Community Safety and Policing Act, 2019* (CSPA). As a result, NAPS now falls within the mandate of the SIU.

NAPS is the largest Indigenous police service in Canada and the second largest in North America. Their jurisdiction covers two-thirds of the geographic area of Ontario, and they serve 34 First Nation communities in the Nishnawbe Aski Nation Territory. NAPS currently employs 203 officers (60% Indigenous) and 30 civilian staff.

In preparation for this expanded mandate in relation to NAPS, the SIU met with NAPS executives and command staff to discuss and clarify respective roles and responsibilities for SIU-mandated incidents. To support this transition, the SIU's FNIMLP launched several initiatives aimed at equipping investigators with foundational knowledge of Indigenous cultures and traditions.

The SIU also developed a logistical plan to facilitate staff transportation to some of the more remote communities served by NAPS, particularly in cases where commercial transportation is unsuitable or untimely. The need for rapid deployment and immediate response will significantly impact the SIU's travel and accommodation budgets.

The SIU is in the process of developing a communications strategy to support SIU staff when in remote locations police by NAPS where regular cellular service is unavailable.

- The SIU's efforts to prepare the office for the investigation of cases involving NAPS officers, and for the potential of additional Indigenous police services opting-in to civilian oversight in the coming years, has been overseen by the creation of a new position at the SIU, namely, that of Senior Advisor, Indigenous Relations Engagement and Development. The position is responsible for the provision of executive support,

analysis and advisory services on the SIU's strategic Indigenous initiatives, issues management, policy development, and operational implementation of oversight for Indigenous police services. The inaugural candidate in the position is a member of the SIU from the Curve Lake First Nation.

### Caseload

In the 2024-2025 fiscal year, members of the FNIMLP program were involved in 31 new cases involving Indigenous persons. Since NAPS opted-in to the CSPA, the SIU has received seven cases from NAPS.

## Affected Persons Program

### Overview

The Affected Persons Program (APP) is a vital part of the work of the SIU, offering timely, compassionate and confidential support to individuals affected by incidents under investigation. This includes complainants, their loved ones, civilian witnesses and members of the broader community. The program is committed to addressing the emotional and practical needs of affected persons by providing a wide range of services, including:

- Immediate crisis support to help affected persons cope with trauma and distress in the aftermath of an incident
- Emotional support and active listening in a non-judgmental environment
- Information about the general investigative process to help affected persons understand what to expect
- Guidance and advocacy to help affected persons navigate complex systems, including legal, medical and social services
- Referrals to community resources, such as mental health services, grief counseling, housing support, and legal services
- Assistance with safety planning and other practical needs that may arise following an incident

APP staff are available around the clock to assist affected persons. Support begins right from the start of the investigation and continues throughout the process, and even after it ends, if needed.

### Court Support Services

The APP Court Support Services offers direct, personalized assistance to victims in SIU cases and Crown witnesses throughout the criminal court process, a journey that can often feel overwhelming and difficult to navigate. Support may include:

- Preparing victims/witnesses for court appearances, including explaining legal procedures and what to expect
- Accompanying victims/witnesses to court for emotional support
- Providing regular updates on court dates and proceedings
- Helping victims/witnesses understand their rights and roles within the justice system
- Coordinating testimonial aids
- Referring victims/witnesses to other resources, as needed

### Additional Program Services

The APP plays a central role in the administration of the SIU's collection of race-based data from affected persons and subject officials.

### Leading the Way

The APP is recognized as a global leader in support services - the most comprehensive initiative of its kind offered by any police oversight agency in the world, both in scope and scale. As the program continues to grow, it proudly sets the benchmark for similar initiatives



worldwide, while remaining firmly committed to delivering high-quality, trauma-informed, and person-centered support to those impacted by incidents under SIU investigation.

### The APP Team

The APP team includes four Affected Persons Coordinators (APCs), each strategically located across the province to serve specific regions: Central/Greater Toronto Area, West, North, and East. This regional model ensures affected persons receive timely, localized support. As frontline service providers, each APC brings in-depth knowledge of the services and resources available in their area, allowing them to provide tailored, effective assistance to affected persons within their communities.

This fiscal year marked a period of transition for the APP, with the departure of some staff and the arrival of new team members. Throughout these changes, the staff demonstrated exceptional adaptability and flexibility, ensuring seamless coverage and continuity of service while new colleagues were onboarded.

Looking ahead, the program will continue to modernize its practices to deliver professional and culturally competent support to individuals from all communities across the province.

Members of the APP team actively contribute to various internal committees at the SIU, including the FNIMLP Program, the Diversity Committee, and the Outreach Working Group. Their involvement helps ensure that the perspectives of affected persons are reflected across the Unit's operations and initiatives.

The APP places a strong emphasis on continuous learning and professional development to ensure staff are well-equipped with the knowledge and skills needed to effectively support affected persons. Each program member engages in training throughout the year, tailored to their individual learning goals, alongside in-house APP team training sessions. This year, APP staff collectively completed 292 hours of training.

### Building Strong Connections to Strengthen Support

Building and maintaining strong, collaborative relationships with government and community partner agencies across Ontario remains a cornerstone of the APP's success. These

#### **Recognizing Excellence Within Our Ranks**

*On June 13, 2024, the Affected Persons Coordinator for the SIU's Central Region was honored with the Ontario Public Service (OPS) 2022–2023 Katherine Hewson Outstanding New Professional (Individual) Amethyst Award.*

*This prestigious award celebrates exceptional new professionals who exemplify OPS values and have served within the organization for five years or less.*

*The award ceremony, held at Toronto's Elgin Theatre, was well-attended. The APP manager and ten proud family members were present to witness the APC receive this well-deserved recognition.*

*The SIU is incredibly proud of her, and her outstanding contributions and dedication to affected persons, the organization and the Ontario Public Service.*

partnerships continued to thrive in 2024–2025, reinforcing the program’s reach and impact. The APP worked closely with key organizations, ensuring coordinated, high-quality support for SIU affected persons. These included:

- Victim Services Alliance of Ontario
- Ontario Network of Victim Service Providers
- Victim/Witness Assistance Program
- Toronto’s Community Crisis and Response Program
- Office of the Chief Coroner & Ontario Forensic Pathology Service

To strengthen and formalize collaboration with victim service providers across Ontario, the APP has established Memoranda of Understanding (MOUs) with several agencies. In the 2024–2025, four additional agencies joined this network:

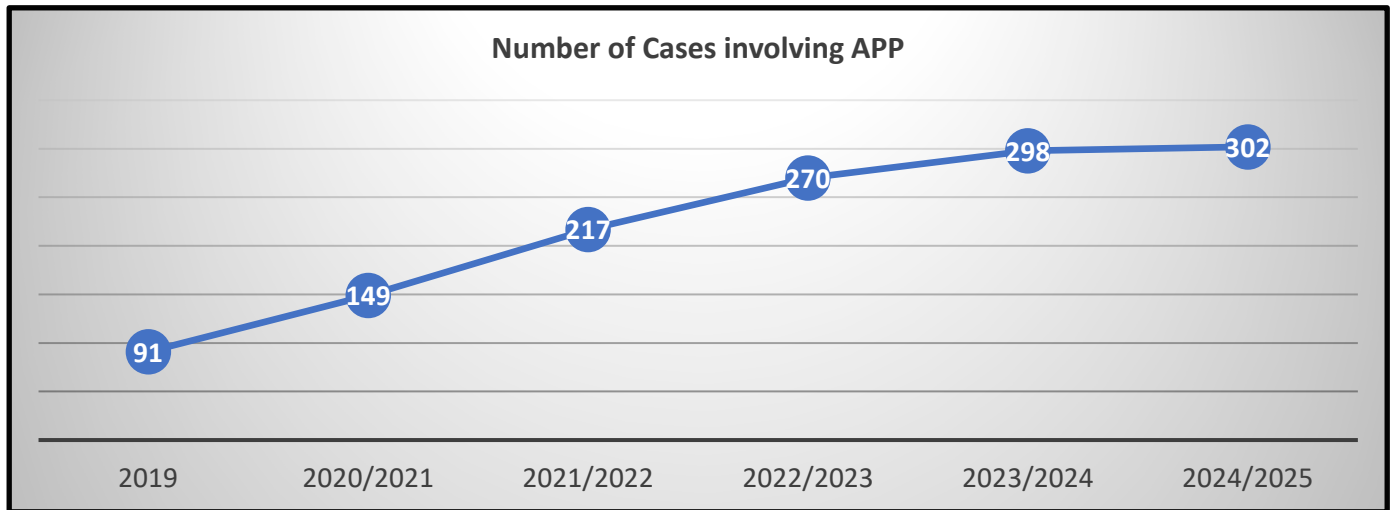
- Victim Services of Kingston & Frontenac
- Leeds & Grenville Victim Services
- Victim Services of Temiskaming & District
- Victim Services of Nipissing & District

After each MOU was signed, the partner agencies received training on the SIU and the APP to ensure a shared understanding of roles, responsibilities, and the collaborative goals outlined in the agreement.

Throughout 2024-25, the APP team actively engaged in a range of outreach initiatives and provided consultative support to community and partner organizations, including the Alberta Police Review Commission and the Independent Investigation Unit of Manitoba.

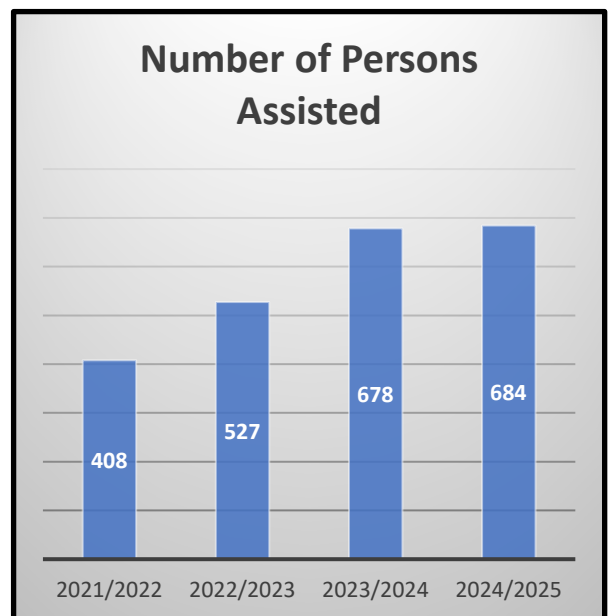
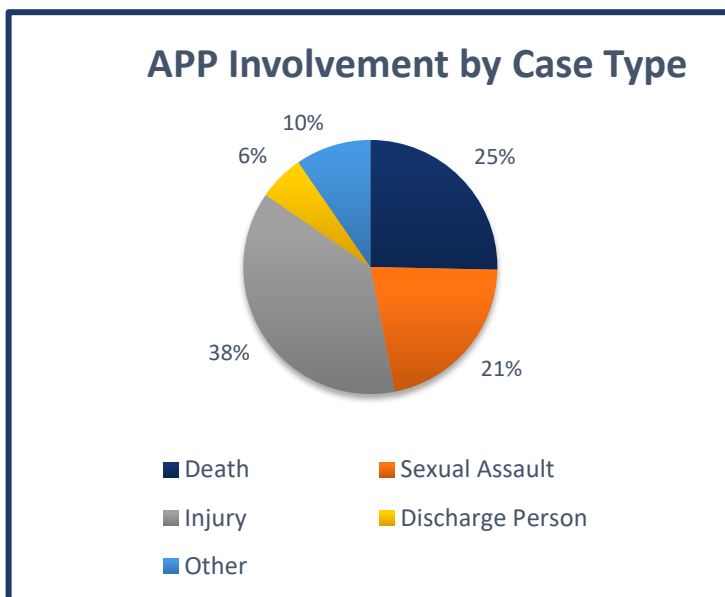
## Statistics

From April 1, 2024, to March 31, 2025, the APP was involved in 302 cases, including 32 that required court support services - a 232% increase in annual case involvement since the program's inception in 2019.



Some cases are referred to APP outside of the year they occurred and/or support is provided by APP staff beyond the year the investigation was launched. Each case may include providing support to more than one affected person.

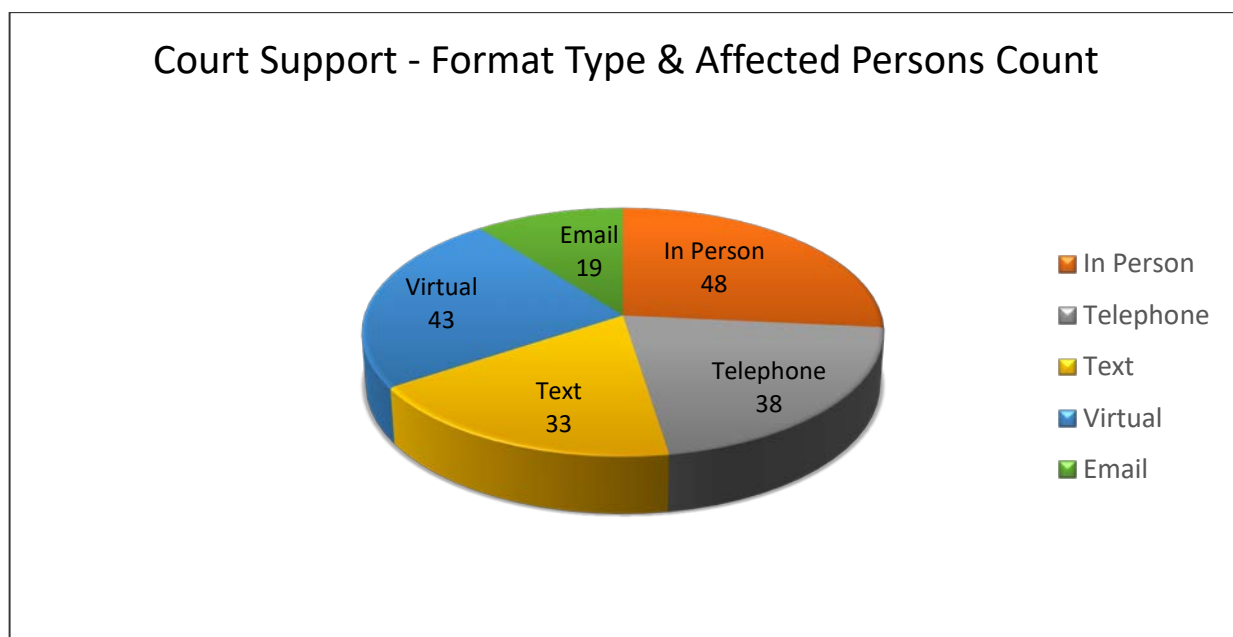
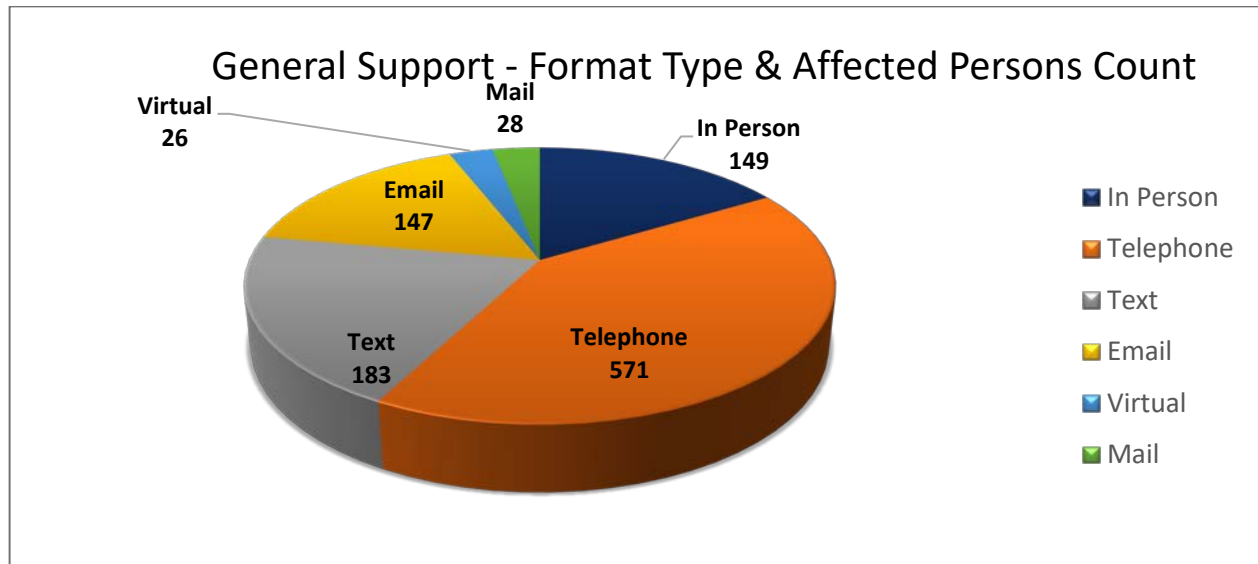
APP support is offered in all SIU death and sexual assault cases. Typically, the needs of affected persons in these types of cases are complex and require significant resources.



During the same period, the program supported a total of 684 affected persons, representing a 461% increase in individuals served annually since the APP was established.

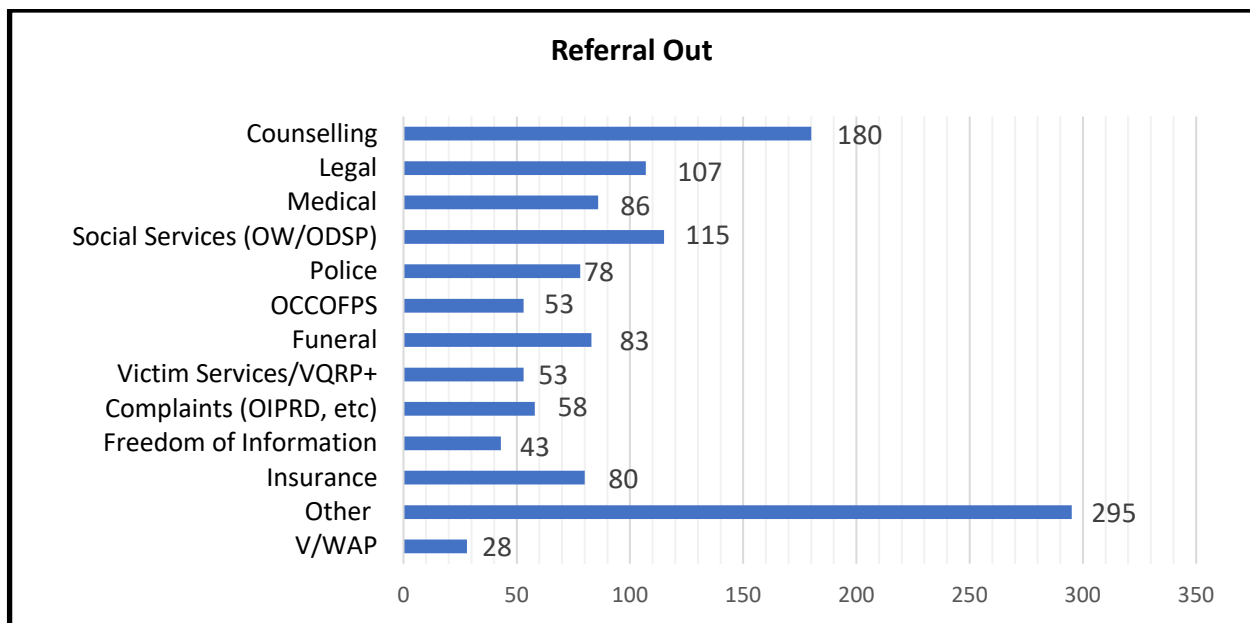
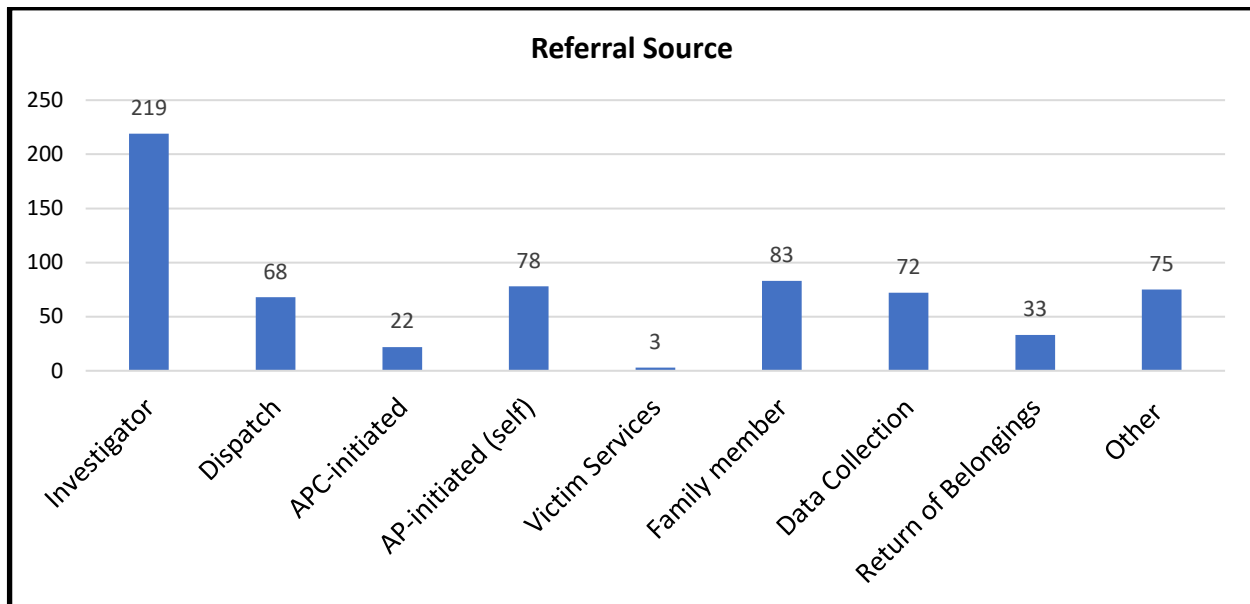
### Types of Assistance

The APP assisted with 41 next-of-kin death notifications and attended 46 scenes to assist affected persons, including civilian witnesses. Additionally, they provided support to 57 individuals before, during, or immediately following their interviews. Each affected person may receive support via more than one format.



## Referrals

A referral source refers to how the APP became involved with the affected person. In 2024-25, investigators referred 219 affected persons to the program. The second highest referral source was made by a family member of someone involved in a SIU investigation.



After the APC completes a needs assessment with the affected person, the appropriate referrals are made to external agencies/organizations to provide additional support.

# Investigations

The SIU invokes its mandate when notified of an incident that falls within its jurisdiction.

Investigations begin at the time of notification and entail several actions, including:

- Quick response to an incident
- Examining and securing all physical evidence
- Seeking and interviewing witnesses
- Consulting with the coroner, when required
- Completing Investigative File Reports for Director's review and decision
- Forensic scene examination and testing

Forensics is central to the SIU's work, involving the collection and analysis of physical evidence. The Forensics Team, often the first responders, play a crucial role in thorough investigations. They take photographs, collect samples (blood, firearms, projectiles, cartridge cases), and measure incident scenes.

## Case Complexity

The volume of digital evidence has increased significantly with the ubiquity of cameras, mobile phones and the use of body worn cameras by police services. Digital files include audio, imagery and videos that are critical to investigations. The number of digital files received by the SIU increased from 5,923 GB in 2023-24 to 6,174 GB in 2024-25.

## Caseload Analysis

- In 2024-25, the SIU received 539 cases, a slight decrease of 1% in the caseload compared to last year. Of the 539 cases, 361 investigations were undertaken. The remaining cases were resolved by way of an IMR (supra).
- Custody Injury cases were the highest ever and accounted for approximately 60% of total investigations.
- Vehicle Injury cases were the second highest type of occurrence reported at 11.3%, or 41 cases.
- Firearm Discharge at a Person cases decreased from 7.1% of the SIU's total caseload last year, to 4.1% in 2024-2025.
- The total number of Death cases (Firearm, Custody, Vehicle and Other) investigated was 42, or 11.0%.

## Caseload and Occurrence Types

Types of Occurrences	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Firearm Injuries	12	12	7	14	9
Firearm Deaths	12	11	11	10	9
Firearm Discharge at Person	7	34	25	29	15
Custody Injuries	201	209	168	214	214
Custody Deaths	34	29	18	23	24
Vehicle Injuries	49	46	39	47	41
Vehicle Deaths	8	8	4	10	5
Sexual Assault Complaints	63	73	54	53	39
Other Deaths	3	6	8	5	4
Other Injuries	1	2	1	0	0
IMRs	116	146	100	146	178
<b>Total</b>	<b>506</b>	<b>576</b>	<b>435</b>	<b>551</b>	<b>539</b>
Total-excluding IMRs	390	430	335	405	361

## Case Closures

Case Closures	2024-2025
Number of cases closed	365
Number of cases closed by memo	73 (20.0%)
Number of cases closed by Director's Report	275 (75.3%)
Average number of days to close all cases	134.6
Average number of days to close a memo case	104.1
Average number of days to close a Director's Report case	131.6
Number of cases closed in 120 days or less	316
Percentage of cases closed in 120 days or less	86.6%

## Charge Cases

Criminal charges were laid by the SIU Director in 17 cases, against a total of 18 officers, representing about 4.7% of the total cases.

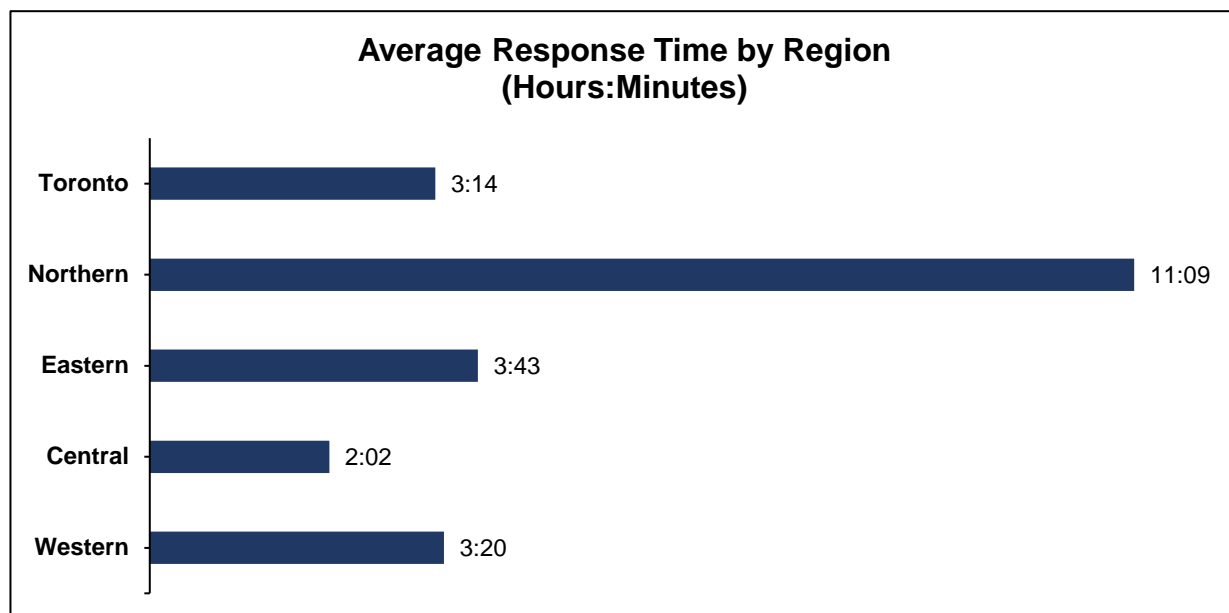
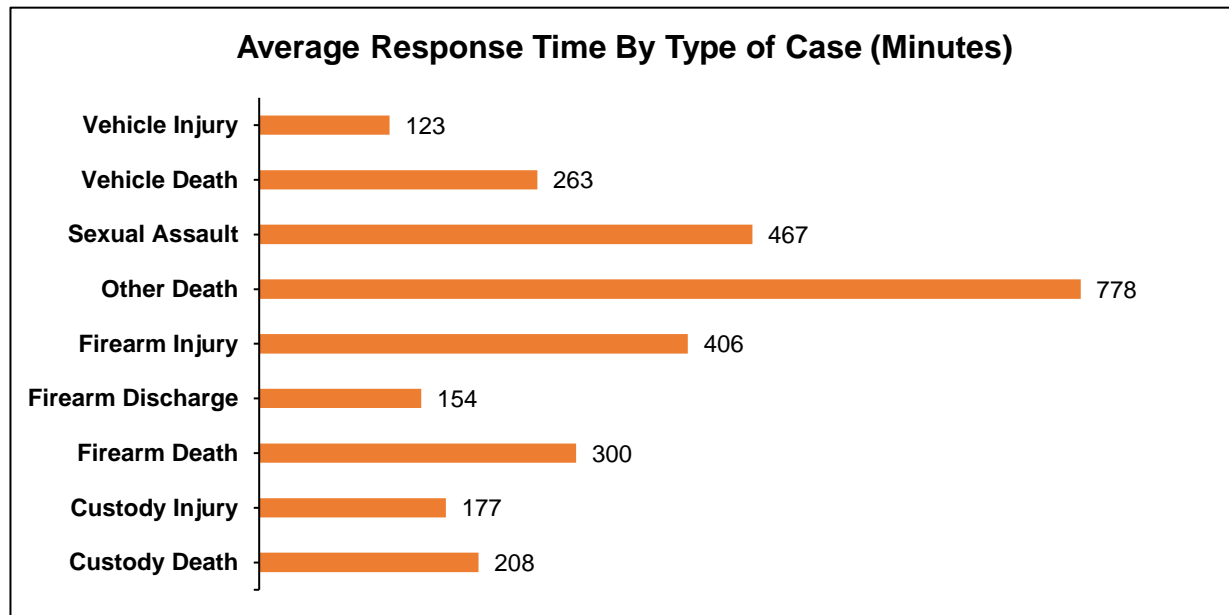
Case Closures	2024-2025
Number of cases in which criminal charges were laid	17
Number of officers charged	18

The charges do not represent a finding of criminal wrongdoing – only that there were reasonable grounds to believe that an offence was committed. A court hearing the charges ultimately determines guilt or innocence.



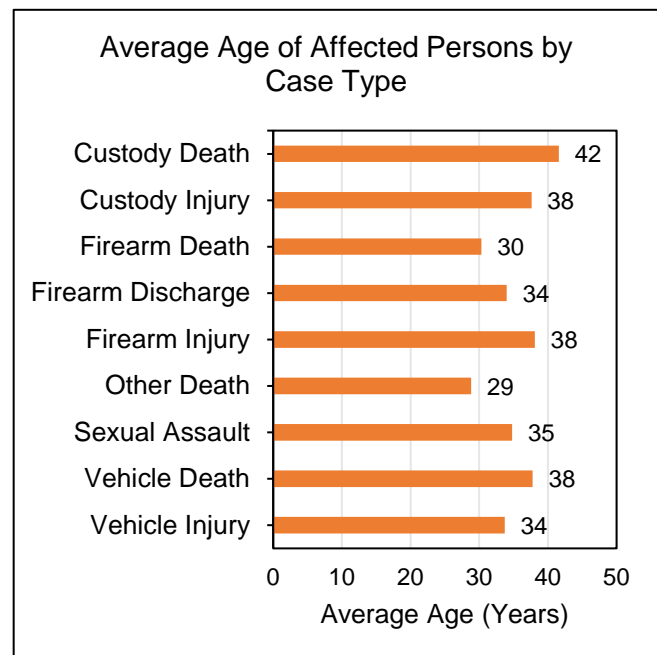
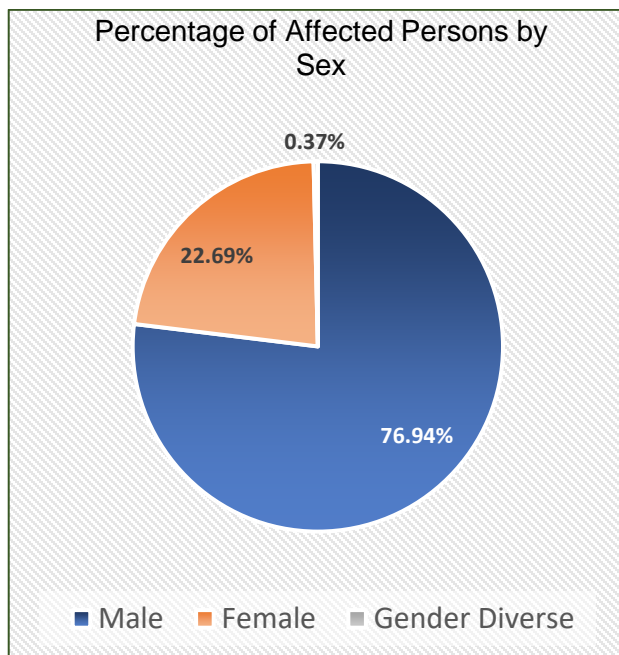
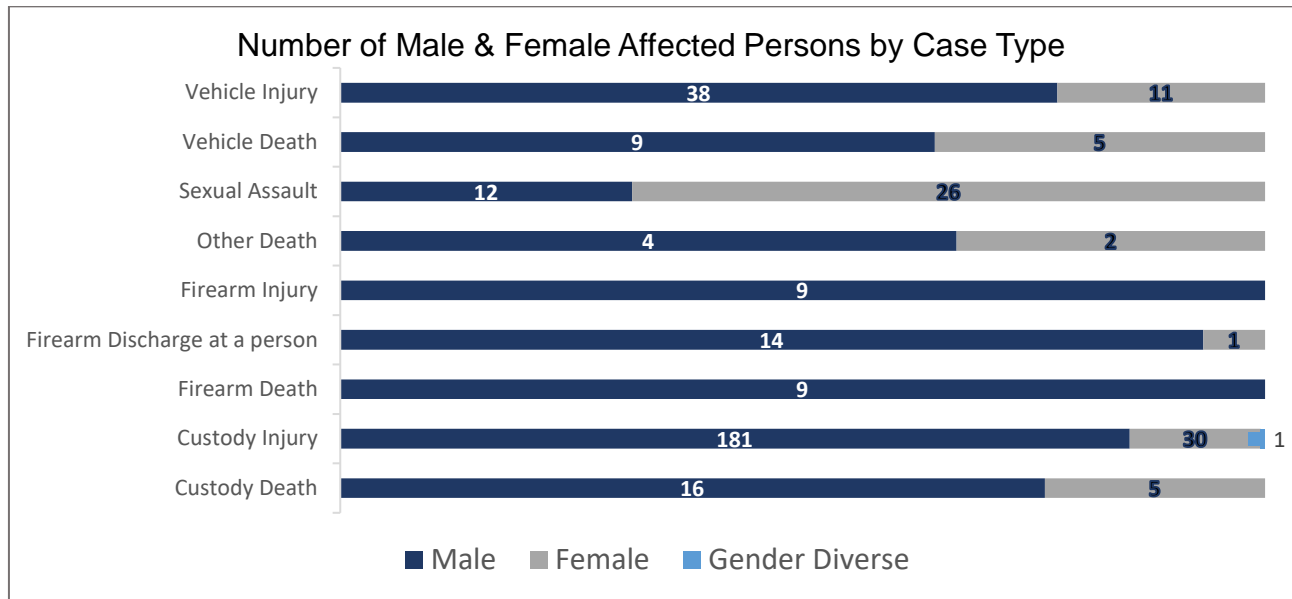
## Investigative Response

The SIU tracks the time it takes for investigators to respond to incidents where an immediate response is required.



## Information about Affected Persons

Affected persons in this context are persons who have died, been seriously injured, been reportedly sexually assault or shot at in cases involving the police. There may be more than one affected person per SIU case.



## Performance Measures

Performance Measures	Target	Actual 2024-2025
Percentage of Cases Closed in 120 days or Less	80%	86.6%
Percentage of Death and Sexual Assault Cases in which the SIU Affected Persons Program Engaged	100%	100%
Percentage of Death and Firearm Cases in which Media Release Issued at the Beginning and End of Case	100%	100%

### Average Number of Days to Close a Case

The SIU aims to complete its investigations within 120 days.

- In 2024-2025, it took 104.1 days to close a case by memo and 131.6 days to close by Director's Report. There were 316 cases that were closed in 120 days or less, or 86.6% of total cases.

### News Release in all Death and Firearm Cases

The Unit is committed to issuing a news release at the start and end of any investigation where there was a death, or an official discharged a firearm.

- In 2024-2025, the agency fully met this performance target.

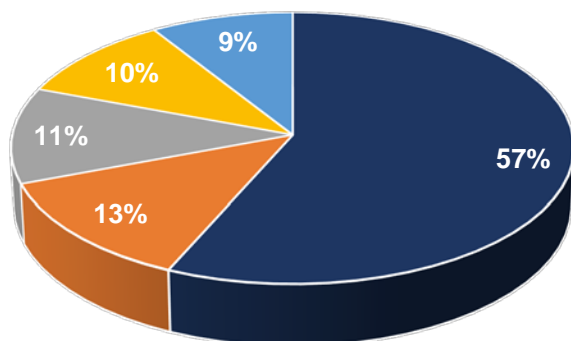
# 2024-2025 Financials

## 2024-25 Expenditures by Type

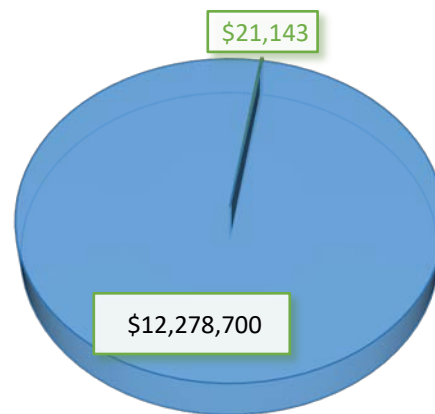
Total expenditures for the year ended March 31, 2025, were \$12,201.133. Approximately 86% of the expenditures were for Salary and Wages and Employee Benefits. Investigations and Forensics were 60% of the total expenditures. Staff Training expenditures were \$21,143.00 (0.2%) of the 2024-25 Year-end Budget.

2024-25 Expenditures	Annual Expenditures (\$000)	% of Expenditures
Salaries and Wages	\$9,297,227	76.2%
Employee Benefits	\$1,308,600	10.7%
Transportation & Communications	\$521,452	4.3%
Services	\$900,680	7.4%
Supplies and Equipment	\$181,170	1.5%
Recoveries	(\$7,996)	(0.1%)
<b>Total Annual Expenditures</b>	<b>\$12,201,133</b>	<b>100%</b>

2024-25 Expenditures by Section



- Investigative Services
- Identification Services
- Office of the Director
- Administrative Services
- Communications, Outreach & APP



2024-25 Staff training as a percentage of Total Budget

SIU Director's Expense Information

The release of expense information ensures that taxpayer dollars are used prudently and responsibly with a focus on accountability and transparency. The Travel, Meal and Hospitality Expenses Directive requires the posting of expense information by designated individuals and appointees in every provincial agency. As a provincial agency, the SIU is required to post the Director's expense report. For the 2024-25 fiscal period, the Director's expenses total was \$3,522.02.

Total Annual Remuneration		
Appointee	Total Annual Remuneration	Per Diem Remuneration Rate
Joseph Martino, Director	\$235,000	N/A

# SIU Organization Chart

## The Office

Investigations make up the core of the office, supported by Legal, Media and Communications, Affected Persons Program, and Administration. The Business Operations Unit is responsible for all non-investigative functions at the SIU. These include corporate services such as strategic planning, finance and controllership, information technology, human resources, facilities, training and records management.

