



# LAKEHEAD OPP DETACHMENT BOARD CONSEIL DU DÉTACHEMENT DE LAKEHEAD DE LA POLICE PROVINCIALE

THUNDER BAY OPP DETACHMENT  
DÉTACHEMENT DE THUNDER BAY DE LA POLICE PROVINCIALE

Agenda for Meeting: Thursday, October 16, 2025 at 5:30 p.m.  
OPP Detachment Office  
3267 Highway 130, Rosslyn, ON

## 1. Preliminary Matters

- 1.1 Call to Order by Chair
- 1.2 Approval and/or Amendment of the Agenda
- 1.3 Request/Receive Declarations of Pecuniary Interests (if any)

## 2. Minutes from Previous Meeting

- 2.1 Minutes of the Meeting held September 18, 2025 1-4
- 2.2 Matters Arising from the Minutes -

## 3. Reports and Items for Discussion

- 3.1 Police Report – September 2025 5-20
- 3.2 OPP Reporting Statistics Resolution 21-22

## 4. Correspondence

- 4.1 September 16, 2025: Email from OAPSB – Insurance Portal is Live 23-26
- 4.2 September 25, 2025: Letter from Inspector General – IG Memo #7: Release of the Inspectorate of Policing's Risk Based Compliance and Enforcement Framework 27-44
- 4.3 September 30, 2025: Email from OAPSB – Quarterly Newsletter 45-60
- 4.4 October 10, 2025: Email from OAPSB – October Updates 61-62

## 5. By-laws

## 6. New Business

## 7. Closed Session

## 8. Next Meeting

## 9. Adjournment

# Lakehead OPP Detachment Board

## MINUTES OF THE REGULAR MEETING OF THE BOARD

September 18, 2025 at 5:30 p.m.

Location: 3267 Highway 130, Rosslyn, ON

- PRESENT:** Councillor Don Smith, Municipality of Shuniah  
 Councillor Brian Wright, Municipality of Neebing  
 Councillor John Sobolta, Township of O'Connor  
 Lisa Laitinen-Egbuchulam, Community Representative  
 Ralph Falcioni, Community Representative  
 Rox-Anne Moore, Community Representative  
 Caleb Garrow-Ledoux, Provincial Representative  
 Robert Michelizzi, O.P.P. Thunder Bay Detachment  
 Josh Kluge, O.P.P. Thunder Bay Detachment  
 Erika Kromm, Board Secretary
- REGRETS:** Chief Wilfred King, Kiashke Zaaging Anishinaabek (Gull Bay)  
 Clarke Chapman, Lac Des Mille Lacs  
 Beth Boon, Kiashke Zaaging Anishinaabek (Gull Bay)  
 Councillor David Halvorsen, Township of Conmee  
 Reeve Wendy Wright, Township of Gillies

### 1. **Preliminary Matters**

#### 1.1. **Call to Order**

The Chair called the meeting to order at 5:30 pm and provided a land acknowledgement.

#### 1.2. **Approval and/or Amendment of the Agenda**

Chair Smith asked whether any members wished to make any additions or adjustments to the agenda.

##### **Resolution No. 2025-011**

Moved by: Member Brian Wright

Seconded by: Member Ralph Falcioni

BE IT RESOLVED THAT the agenda for tonight's meeting be approved, as presented.

**CARRIED ✓**

#### 1.3. **Request/Receive Declarations of Pecuniary Interests (if any)**

No declarations of pecuniary interest were received.

## **2. Minutes from Previous Meeting**

### **2.1. Minutes of the Meeting held June 12, 2025**

Members present reviewed the minutes.

Resolution No. 2025-012

Moved by: Member Caleb Garrow-Ledoux

Seconded by: Member John Sobolta

BE IT RESOLVED THAT the minutes for the meetings held on June 12, 2025 be approved, as presented.

**CARRIED ✓**

### **2.2. Matters Arising from the Minutes**

Members present reviewed the report.

## **3. Reports and Items for Discussion**

### **3.1. Police Report**

Members reviewed the police reports. Insp. Michelizzi responded to questions and provided an update on recruitment activities. Chris Bortolin was the successful candidate for the Staff Sergeant position. Nearly all positions have been filled.

Insp. Michelizzi responded to questions about the reports. There was some discussion about the call statistics.

The Secretary was directed to find out if anyone was signing up for the CamSafe program.

### **3.2. Annual Report (due June 30)**

Members present reviewed the report. One correction was noted on page 44. The Secretary was directed to circulate the annual report to member communities.

### **3.3. OPP Reporting Statistics Resolution**

Members present reviewed the report. There was some discussion regarding the statistics. Additional information is needed to provide more details for the resolution. The resolution will be revised and brought forward for another review at a later meeting.

### **3.4. Board Appointments Resolution**

Members present reviewed the report.

Resolution No. 2025-013

Moved by: Member Rox-Anne Moore

Seconded by: Member Ralph Falcioni

WHEREAS the Community Safety and Policing Act, 2019 (CSPA) came into effect on April 1, 2024;

AND WHEREAS Ontario Regulation 135/24 under the CSPA created the OPP Detachment Boards across the province, including the Thunder Bay OPP Detachment Board (operating as the Lakehead OPP Detachment Board);

AND WHEREAS the regulation requires members to be appointed to the boards by either the communities or the Minister as outlined in Table 1 of the regulation;

AND WHEREAS to date the Minister has only appointed one of the three provincial representatives to the Thunder Bay OPP Detachment Board (operating as the Lakehead OPP Detachment Board);

AND WHEREAS there have been multiple qualified individuals apply to the province to be a member of the board who have not receive any response;

AND WHEREAS without a full complement of members, it is a challenge to have quorum at board meetings and advance the business of the Board;

AND WHEREAS there are many OPP Detachment Boards and Police Service Boards that are still waiting for appointments of provincial representatives;

THEREFORE BE IT RESOLVED THAT the members of the Thunder Bay OPP Detachment Board (operating as the Lakehead OPP Detachment Board) respectfully request that the Public Appointments Secretariat put sufficient resources in place to fast-track appointments to this Board and other boards across the province;

AND FURTHER THAT a review be conducted to determine where improvements and efficiencies can be implemented in the application and appointments processes;

AND FURTHER THAT this resolution be forwarded to the Treasury Board Secretariat, Solicitor General, Inspectorate of Policing, MPP Kevin Holland and the Ontario Association of Police Service Boards.

**CARRIED ✓**

#### **4. Correspondence**

##### **4.1. September 1, 2025: Email from OAPSB Zone 1 – OACP & OAPSB Zone 1 Annual Meeting**

Members reviewed the correspondence. The Secretary was directed to rsvp the following members for the annual joint meeting: Rox-Anne, Ralph, Caleb, Brian, John and Don.

##### **4.2. August 26, 2025: Email from OAPSB – Fall Forward Updates: Training, Budget Prep & Governance Tools**

##### **4.3. July 15, 2025: Letter from Inspector General of Policing – Inspector General Memo #6: Release of the Inspector General of Policing 2024 Annual Report**

##### **4.4. June 30, 2025: Email from OAPSB – Quarterly Newsletter 2nd Edition**

Members reviewed the correspondence in 4.2 to 4.4. No resolutions were passed.

#### **5. By-laws**

There were no by-laws presented at this meeting.



**6. New Business**

The Secretary was directed to draft a press release to announce the new board.

**7. Closed Session**

There were no closed session items for this meeting.

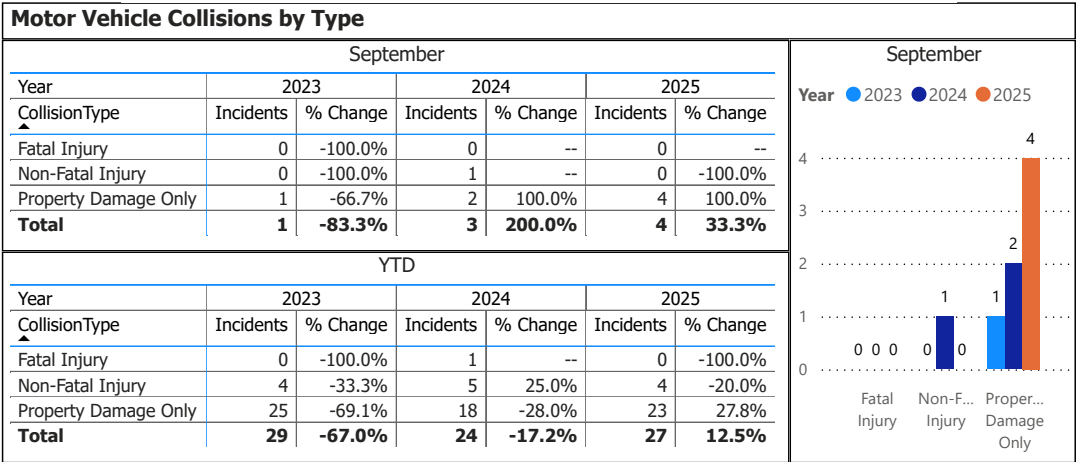
**8. Next Meeting**

The next meeting will be held on October 16, 2025 at 5:30 pm.

**9. Adjournment**

There being no further business to attend to, the meeting was adjourned at 6:40 pm.

OPP Detachment Board Report  
Collision Reporting System  
September 2025



Data source (Collision Reporting System) date:  
09-Oct-2025

Detachment: 2M - THUNDER BAY  
Location code(s): 2M00 - THUNDER BAY, 2M71 - LAC DES MILLE LACS FN, 2M72 - [GULL BAY] KIASHKE ZAAGING ANISHINAABEK FN

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah, 2513 - [Gull Bay] Kiashke Zaaging Anishinaabek FN, 2660 - Lac Des Mille Lacs FN

Data source date:09-Oct-2025

Report Generated on:09-Oct-2025 10:21:24 AM

OPP Detachment Board Report  
Collision Reporting System  
September 2025

Fatalities in Detachment Area - Incidents

September									
Type	Motor Vehicle			Motorized Snow Vehicle			Off-Road Vehicle		
Year	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change
2023	0	0	-100.0%	0	0	--	0	0	--
2024	0	0	--	0	0	--	0	0	--
2025	0	0	--	0	0	--	0	0	--

YTD									
Type	Motor Vehicle			Motorized Snow Vehicle			Off-Road Vehicle		
Year	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change
2023	0	0	-100.0%	0	0	--	0	0	--
2024	1	1	--	0	0	--	0	0	--
2025	0	0	-100.0%	0	0	--	0	0	--

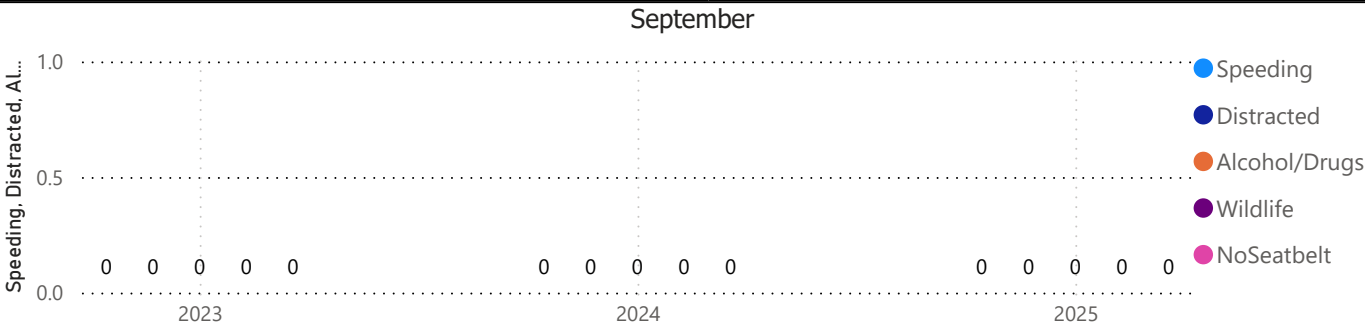
Fatalities in Detachment Area - Persons Killed

September							
Type	Motor Vehicle		Motorized Snow Vehicle		Off-Road Vehicle		
Year	Persons Killed	% Change	Persons Killed	% Change	Persons Killed	% Change	
2023	0	-100.0%	0	--	0	--	
2024	0	--	0	--	0	--	
2025	0	--	0	--	0	--	

YTD							
Type	Motor Vehicle		Motorized Snow Vehicle		Off-Road Vehicle		
Year	Persons Killed	% Change	Persons Killed	% Change	Persons Killed	% Change	
2023	0	-100.0%	0	--	0	--	
2024	1	--	0	--	0	--	
2025	0	-100.0%	0	--	0	--	

Primary Causal Factors in Fatal Motor Vehicle Collisions

September				YTD			
	2023	2024	2025		2023	2024	2025
Speeding	0	0	0	Speeding	0	0	0
Speeding % Change	-100.0%	--	--	Speeding % Change	-100.0%	--	--
Distracted	0	0	0	Distracted	0	0	0
Distracted % Change	--	--	--	Distracted % Change	--	--	--
Alcohol/Drugs	0	0	0	AlcoholDrugs	0	1	0
Alcohol/Drugs % Change	-100.0%	--	--	AlcoholDrugs % Change	-100.0%	--	-100.0%
Wildlife	0	0	0	Wildlife	0	0	0
Wildlife % Change	--	--	--	Wildlife % Change	--	--	--
NoSeatbelt	0	0	0	NoSeatbeltYTD	0	0	0
NoSeatbelt YoY%	--	--	--	NoSeatbeltYTD YoY%	--	--	--



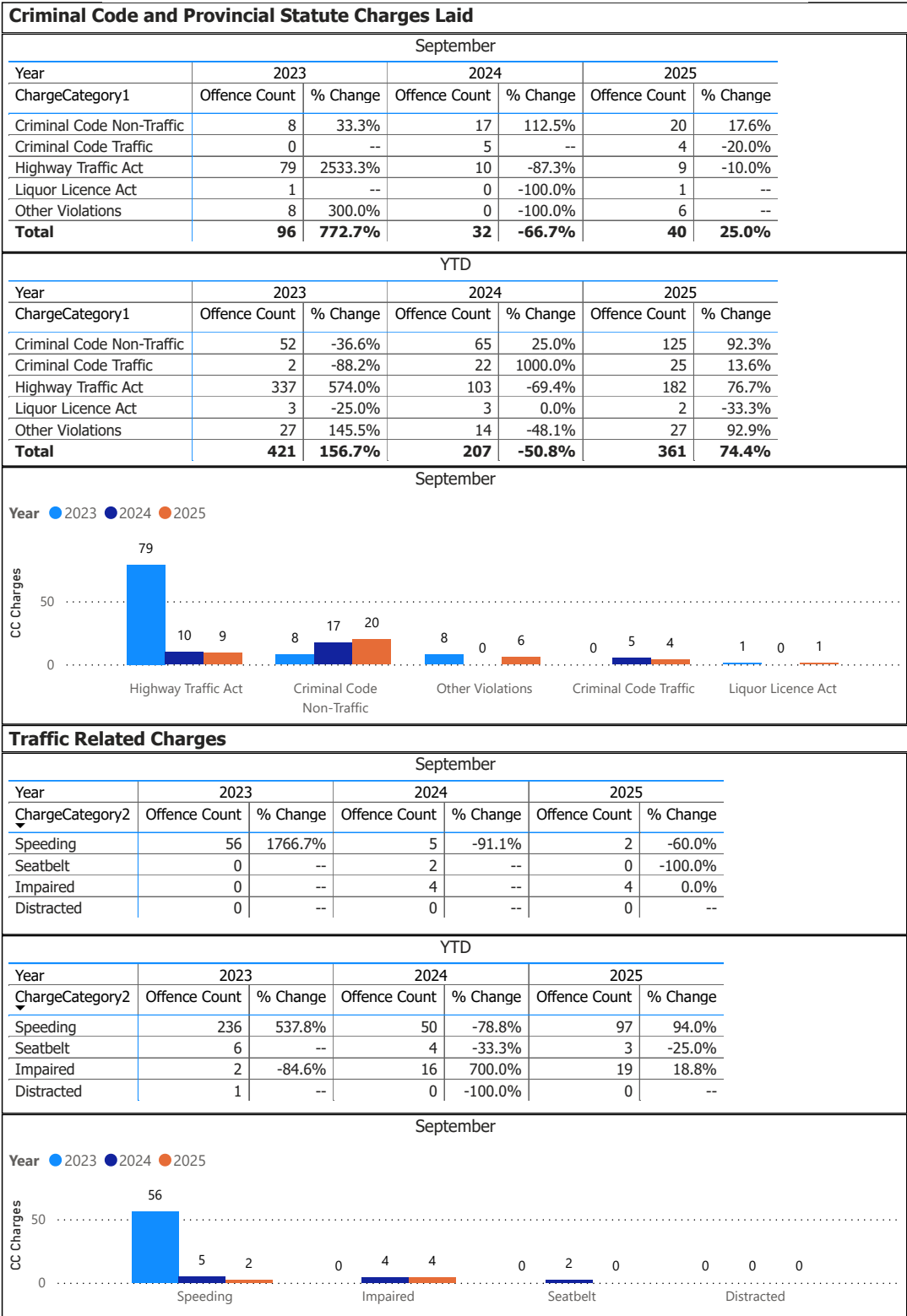
Data source (Collision Reporting System) date:  
09-Oct-2025

Detachment: 2M - THUNDER BAY  
Location code(s): 2M00 - THUNDER BAY, 2M71 - LAC DES MILLE LACS FN, 2M72 - [GULL BAY] KIASHKE ZAAGING ANISHINAABEK FN

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah, 2513 - [Gull Bay] Kiashke Zaaging Anishinaabek FN, 2660 - Lac Des Mille Lacs FN

Data source date: 09-Oct-2025  
Report Generated on: 09-Oct-2025 10:21:24 AM

OPP Detachment Board Report  
Records Management System  
September 2025



Detachment: 2M - THUNDER BAY

Location code(s): 2M00 - THUNDER BAY, 2M71 - LAC DES MILLE LACS FN, 2M72 - [GULL BAY] KIASHKE ZAAGING ANISHINAABEK FN

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah, 2513 - [Gull Bay] Kiashke Zaaging Anishinaabek FN, 2660 - Lac Des Mille Lacs FN

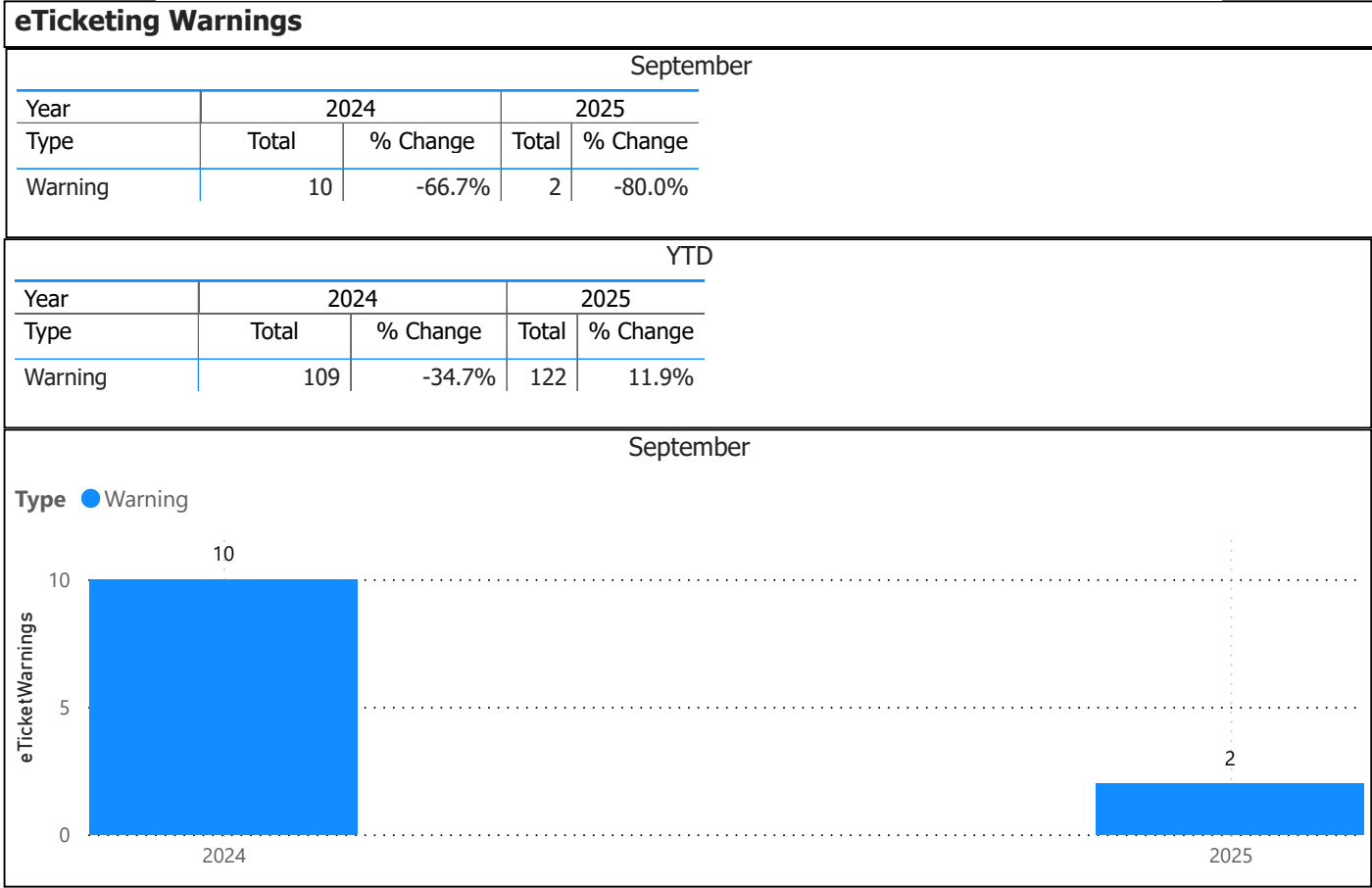
Data source date:

9-Oct-25

Report Generated on:

09-Oct-2025 10:21:24 AM

OPP Detachment Board Report  
Records Management System  
September 2025



Note: The eTicketing system was not fully implemented until the end of 2022, therefore data is only available beginning in 2023. % Change in 2023 may appear higher in this report due to the incomplete 2022 data.

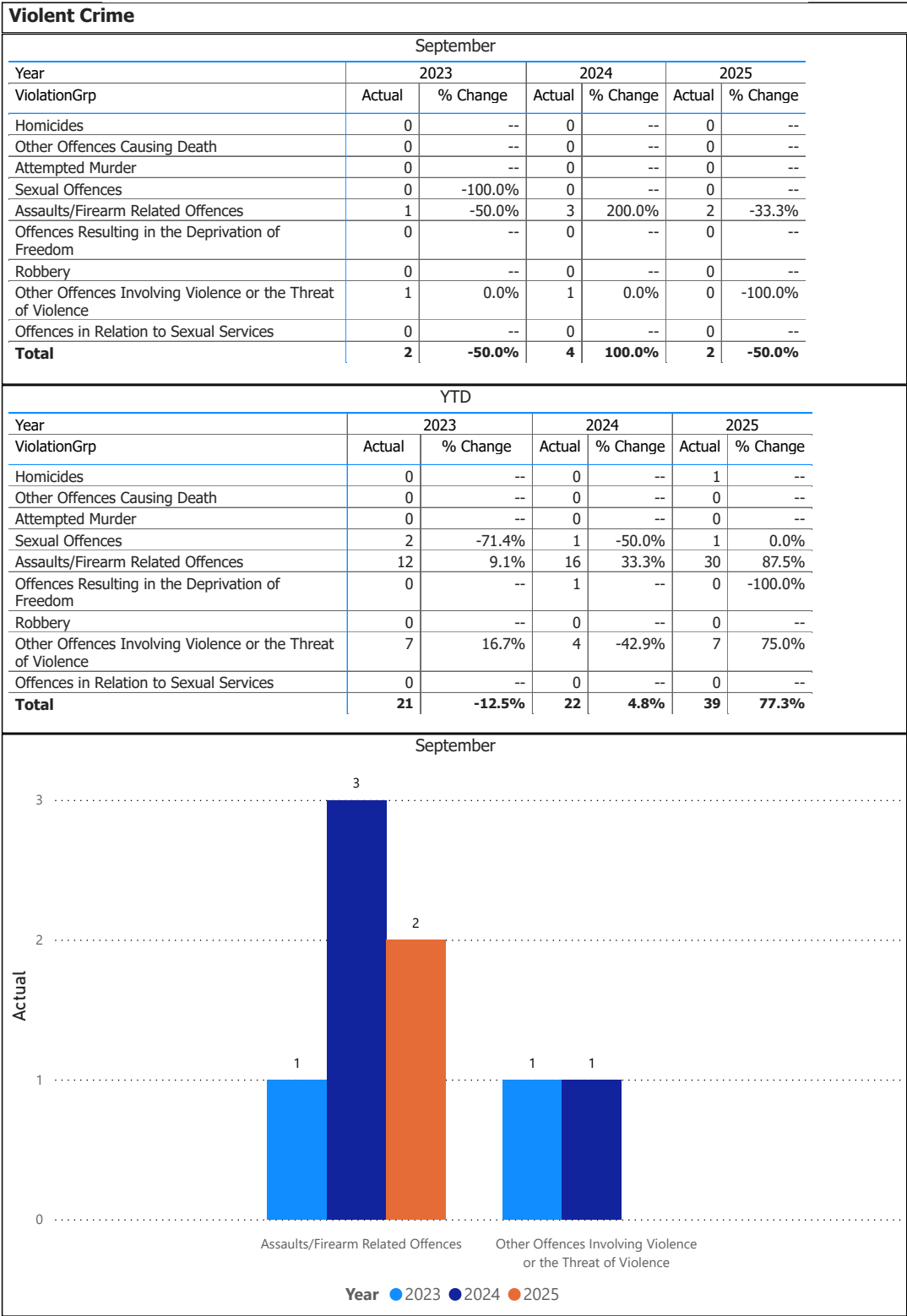
Detachment: 2M - THUNDER BAY  
Location code(s): 2M00 - THUNDER BAY, 2M71 - LAC DES MILLE LACS FN, 2M72 - [GULL BAY] KIASHKE ZAAGING ANISHINAABEK FN

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah, 2513 - [Gull Bay] Kiashke Zaaging Anishinaabek FN, 2660 - Lac Des Mille Lacs FN

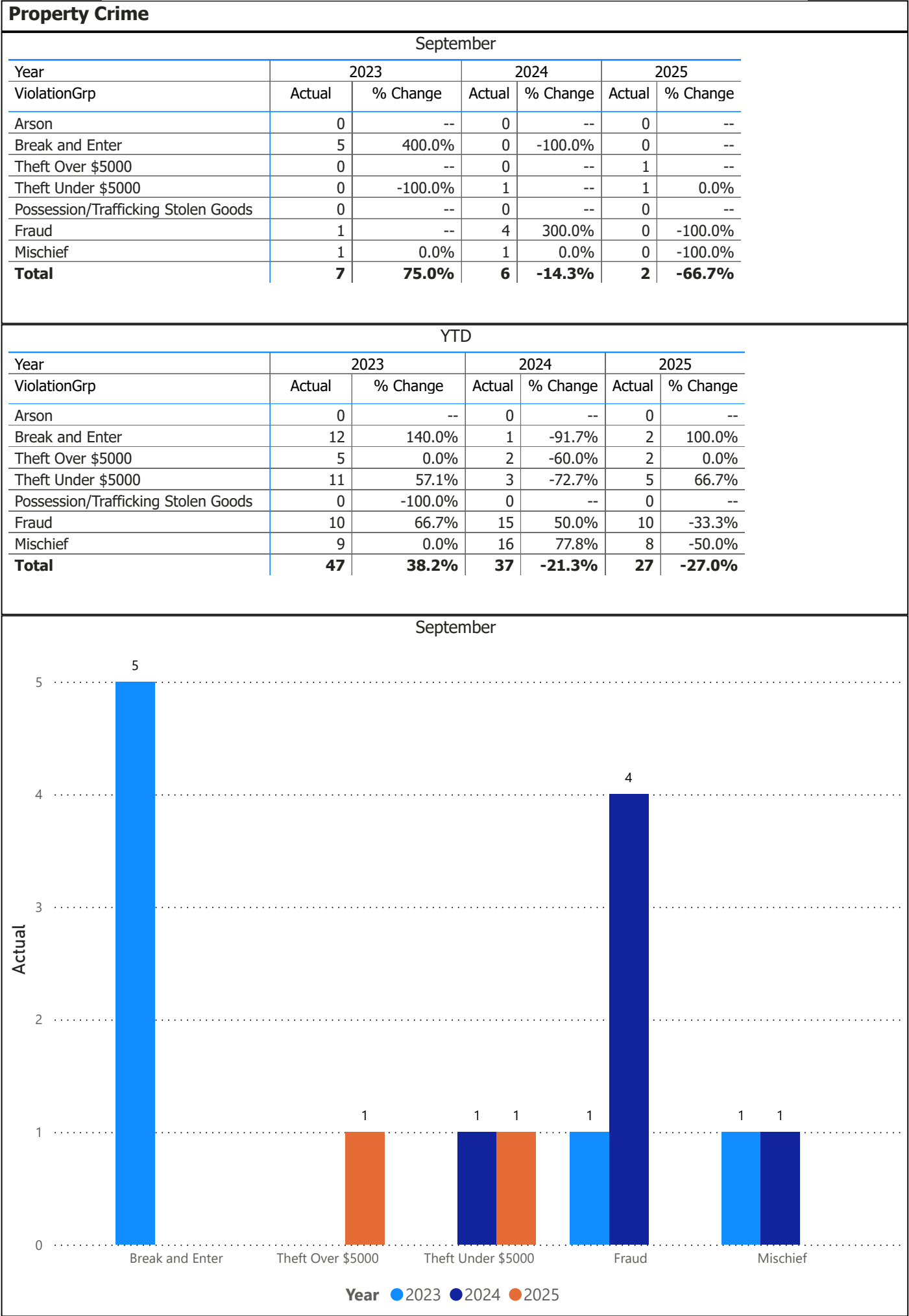
Data source date: 9-Oct-25

Report Generated on: 09-Oct-2025 10:26:09 AM

OPP Detachment Board Report  
Records Management System  
September 2025



OPP Detachment Board Report  
Records Management System  
September 2025



Detachment: 2M - THUNDER BAY

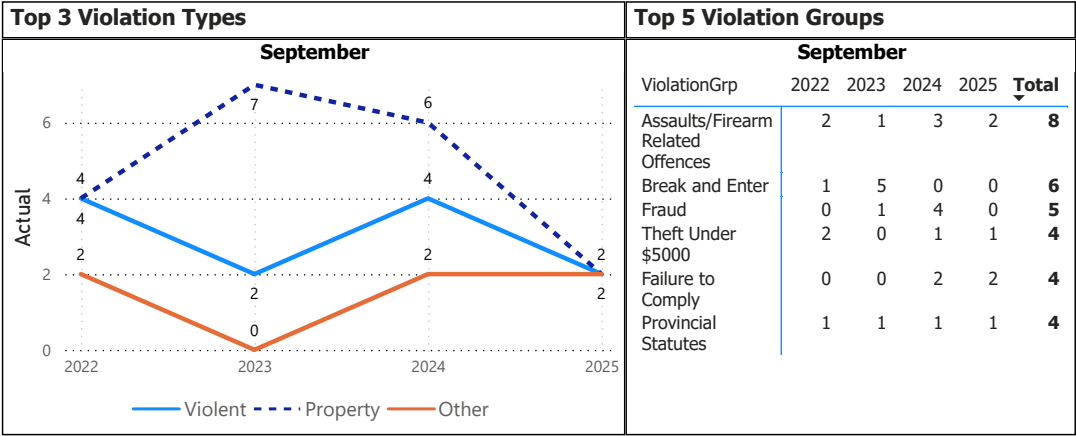
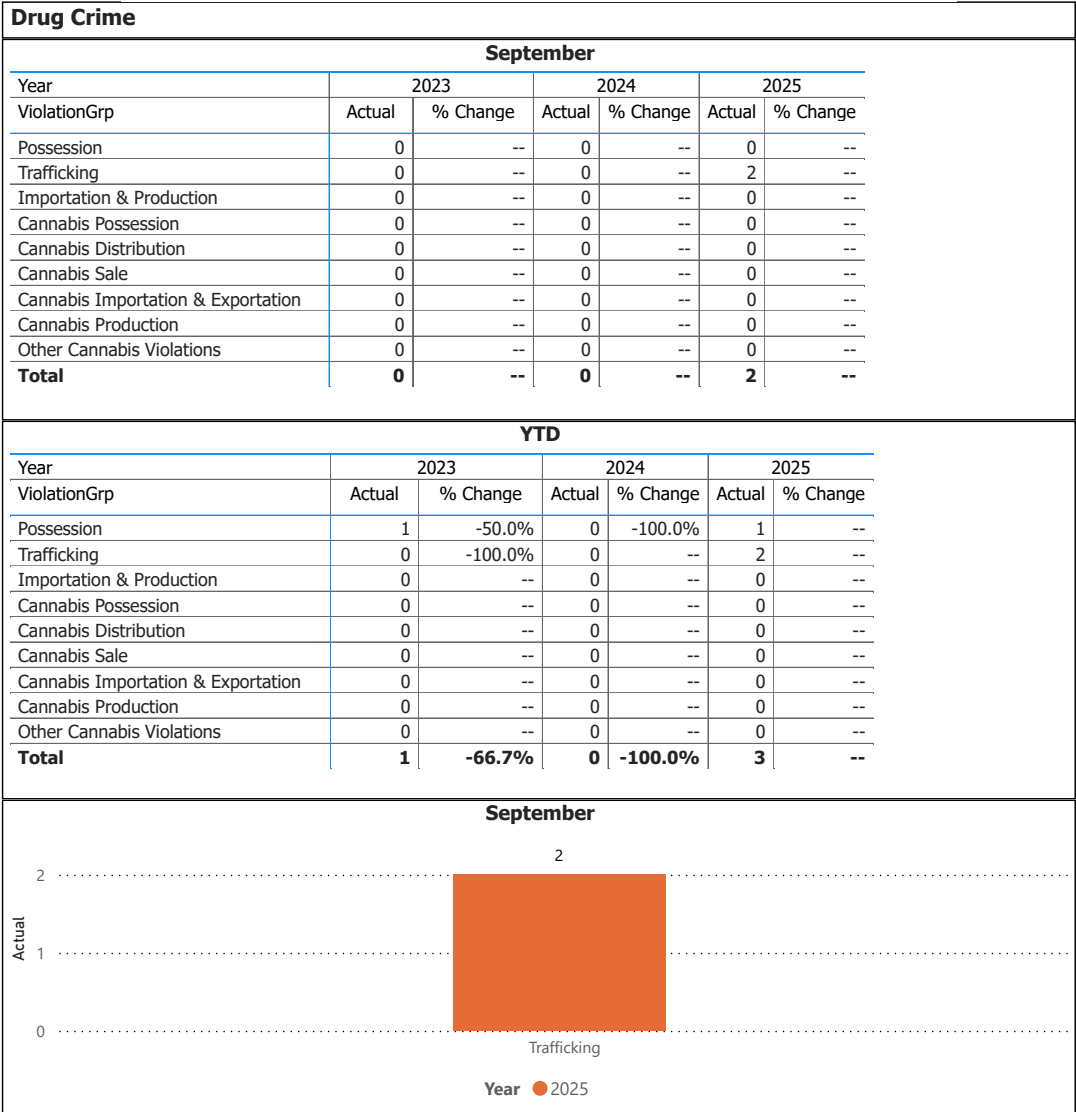
Location code(s): 2M00 - THUNDER BAY, 2M71 - LAC DES MILLE LACS FN, 2M72 - [GULL BAY] KIASHKE ZAAGING ANISHINAABEK FN

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah, 2513 - [Gull Bay] Kiashke Zaaging Anishinaabek FN, 2660 - Lac Des Mille Lacs FN

Data source date:  
09-Oct-2025

Report Generated on:  
09-Oct-2025 10:21:24 AM

OPP Detachment Board Report  
Records Management System  
September 2025

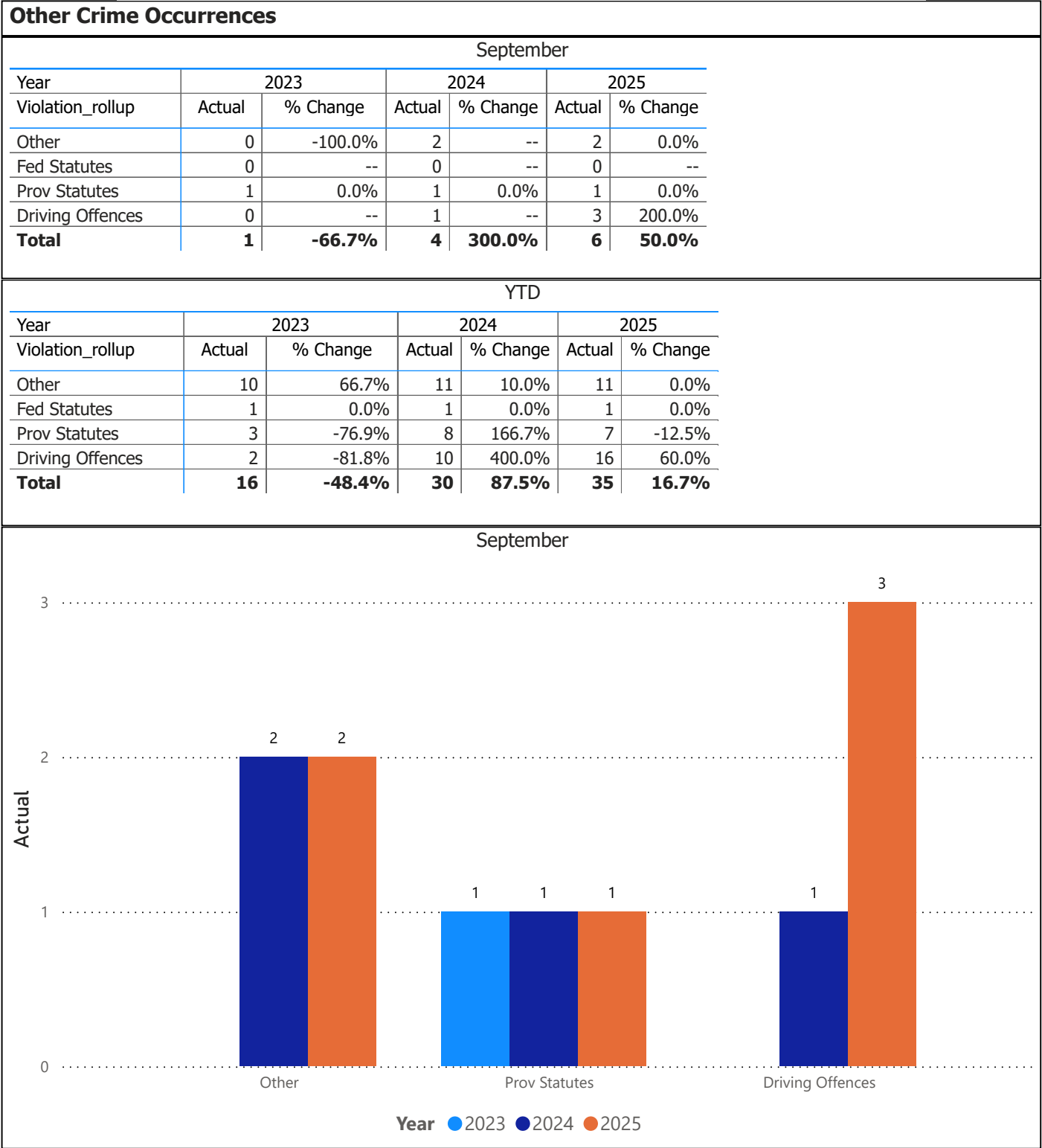


Detachment: 2M - THUNDER BAY  
Location code(s): 2M00 - THUNDER BAY, 2M71 - LAC DES MILLE LACS FN, 2M72 - [GULL BAY] KIASHKE ZAAGING ANISHINAABEK FN

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah, 2513 - [Gull Bay] Kiashke Zaaging Anishinaabek FN, 2660 - Lac Des Mille Lacs FN  
Data source date: 09-Oct-2025  
Report Generated on: 09-Oct-2025 10:21:24 AM



OPP Detachment Board Report  
Records Management System  
September 2025



Detachment: 2M - THUNDER BAY

Location code(s): 2M00 - THUNDER BAY, 2M71 - LAC DES MILLE LACS FN, 2M72 - [GULL BAY] KIASHKE ZAAGING ANISHINAABEK FN

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah, 2513 - [Gull Bay] Kiashke Zaaging Anishinaabek FN, 2660 - Lac Des Mille Lacs FN

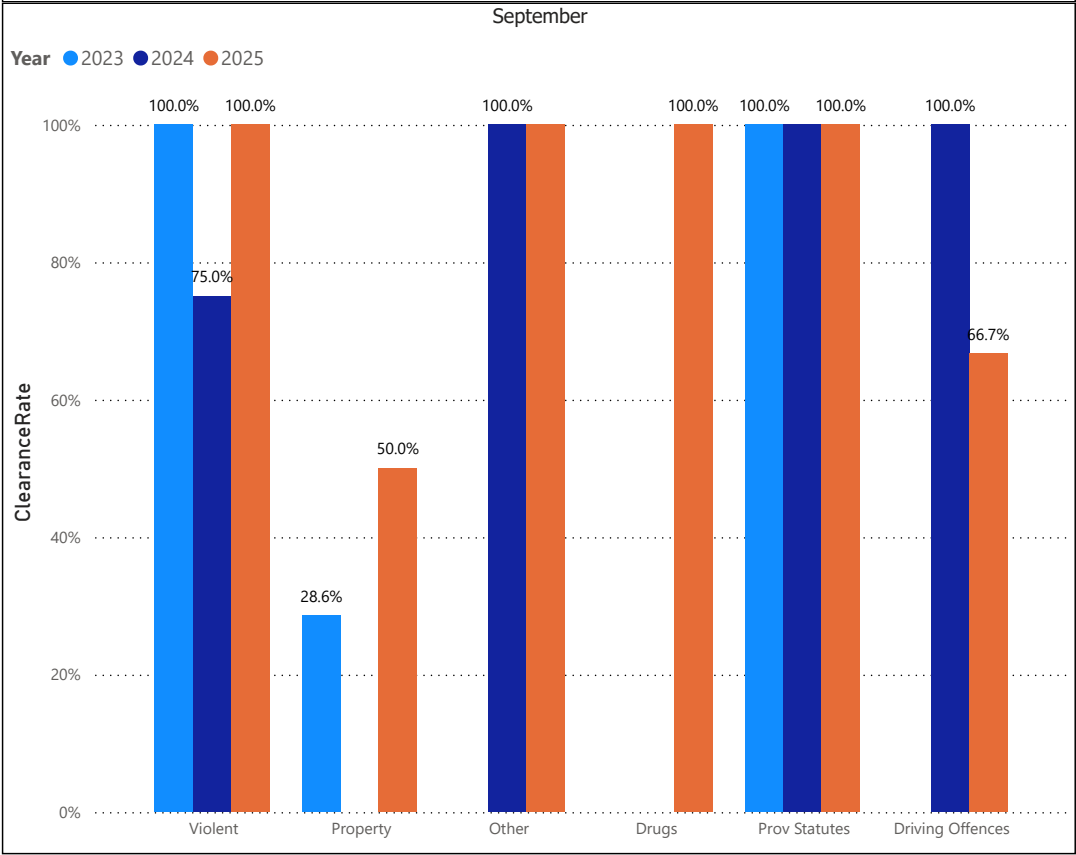
Data source date:  
09-Oct-2025

Report Generated on:  
09-Oct-2025 10:21:24 AM

OPP Detachment Board Report  
Records Management System  
September 2025

Clearance Rate						
September						
Year	2023		2024		2025	
	%	% Change	%	% Change	%	% Change
Violent	100.0%	0.0%	75.0%	-25.0%	100.0%	33.3%
Property	28.6%	14.3%	0.0%	-100.0%	50.0%	--
Other		-100.0%	100.0%	--	100.0%	0.0%
Drugs					100.0%	--
Fed Statutes						
Prov Statutes	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%
Driving Offences			100.0%	--	66.7%	-33.3%

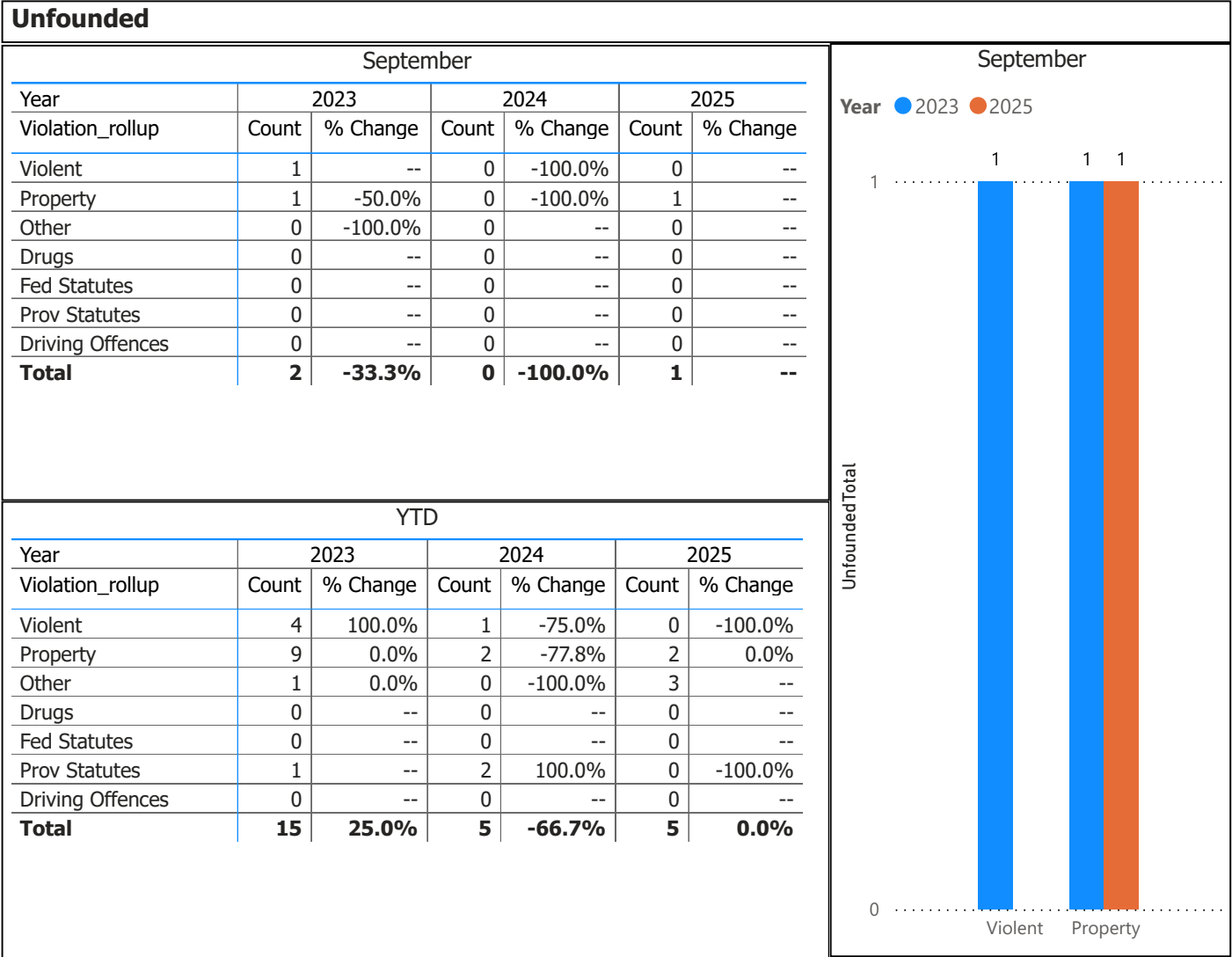
YTD						
Year	2023		2024		2025	
Violation_rollup	%	% Change	%	% Change	%	% Change
Violent	76.2%	-8.6%	90.9%	19.3%	87.2%	-4.1%
Property	4.3%	-81.9%	18.9%	344.6%	22.2%	17.5%
Other	40.0%	-52.0%	72.7%	81.8%	90.9%	25.0%
Drugs	100.0%	0.0%		-100.0%	100.0%	--
Fed Statutes	100.0%	0.0%	100.0%	0.0%	0.0%	-100.0%
Prov Statutes	100.0%	30.0%	100.0%	0.0%	100.0%	0.0%
Driving Offences	100.0%	10.0%	90.0%	-10.0%	93.8%	4.2%



Detachment: 2M - THUNDER BAY  
Location code(s): 2M00 - THUNDER BAY, 2M71 - LAC DES MILLE LACS FN, 2M72 - [GULL BAY] KIASHKE ZAAGING ANISHINAABEK FN

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah, 2513 - [Gull Bay] Kiashke Zaaging Anishinaabek FN, 2660 - Lac Des Mille Lacs FN  
Data source date: 09-Oct-2025  
Report Generated on: 09-Oct-2025 10:21:24 AM

OPP Detachment Board Report  
Records Management System  
September 2025



Detachment: 2M - THUNDER BAY

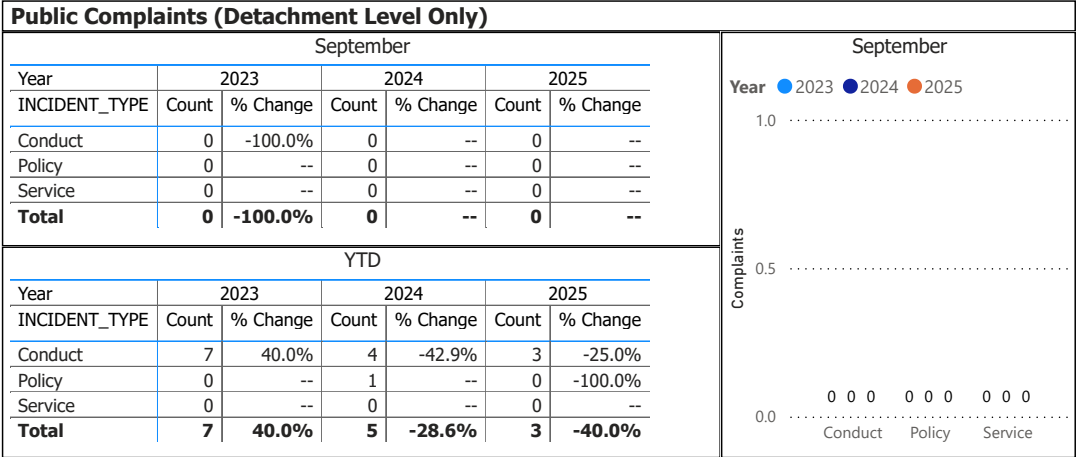
Location code(s): 2M00 - THUNDER BAY, 2M71 - LAC DES MILLE LACS FN, 2M72 - [GULL BAY] KIASHKE ZAAGING ANISHINAABEK FN

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah, 2513 - [Gull Bay] Kiashke Zaaging Anishinaabek FN, 2660 - Lac Des Mille Lacs FN

Data source date:  
09-Oct-2025

Report Generated on:  
09-Oct-2025 10:21:24 AM

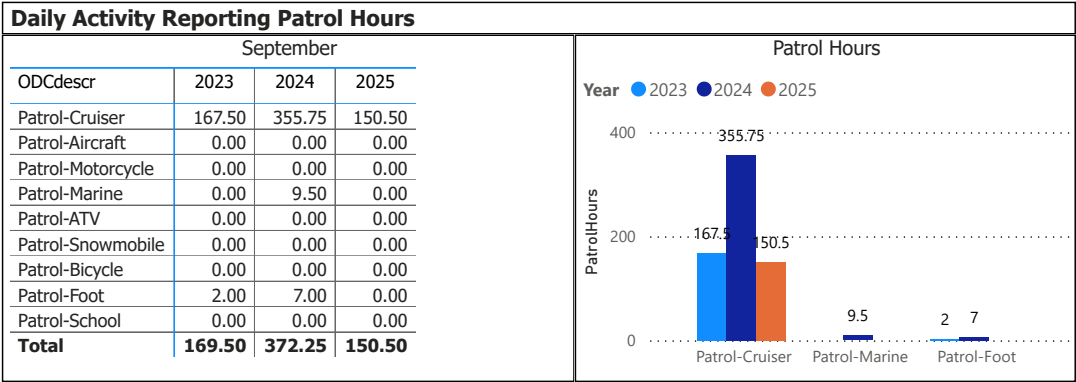
OPP Detachment Board Report  
Records Management System  
September 2025



Data source: RMS Data Feed  
Ontario Provincial Police, Professional Standards Bureau Commander Reports - File Manager System

Data source date:  
09-Oct-2025

Daily Activity Reporting



Data source (Daily Activity Reporting System) date:  
09-Oct-2025

Detachment: 2M - THUNDER BAY  
Location code(s): 2M00 - THUNDER BAY, 2M71 - LAC DES MILLE LACS FN, 2M72 - [GULL BAY] KIASHKE ZAAGING ANISHINAABEK FN

Data source date:  
09-Oct-2025

Report Generated on:  
09-Oct-2025 10:21:24 AM

OPP Detachment Board Report  
Records Management System  
September 2025

September

Disposition_Type	2023	2024	2025
Bail	0	0	0
Conference	0	0	0
Conviction	0	0	0
Diversion	0	0	0
NonConviction	0	4	0
NotAccepted	0	0	0
Total	0	4	0

September

Sum of ChargeCount

NonConviction

4

2023 2024 2025

YTD

Disposition_Type	2023	2024	2025
Bail	0	0	0
Conference	0	0	0
Conviction	0	0	0
Diversion	0	0	0
NonConviction	0	4	0
NotAccepted	0	0	0
Total	4	6	2

September

Year	2025	Total
OccType		
Total		0

YTD

Year	2025					Total
OccType	Conviction	Diversion	NonConviction	NotAccepted	POATicket	
eTicket - Vehicle	0	0	0	0	2	2
Total	0	0	0	0	2	2

The tables and chart on this page present summarized youth charges by disposition and occurrence type that have been recorded in the OPP Niche RMS application. Of note... the Niche data sourced for this report page only lists youth charges that have had a disposition type entered against them. Therefore, please be aware that the counts of youth charges entries on this report page are under stating the potential sum of youth charges that are in OPP Niche RMS.

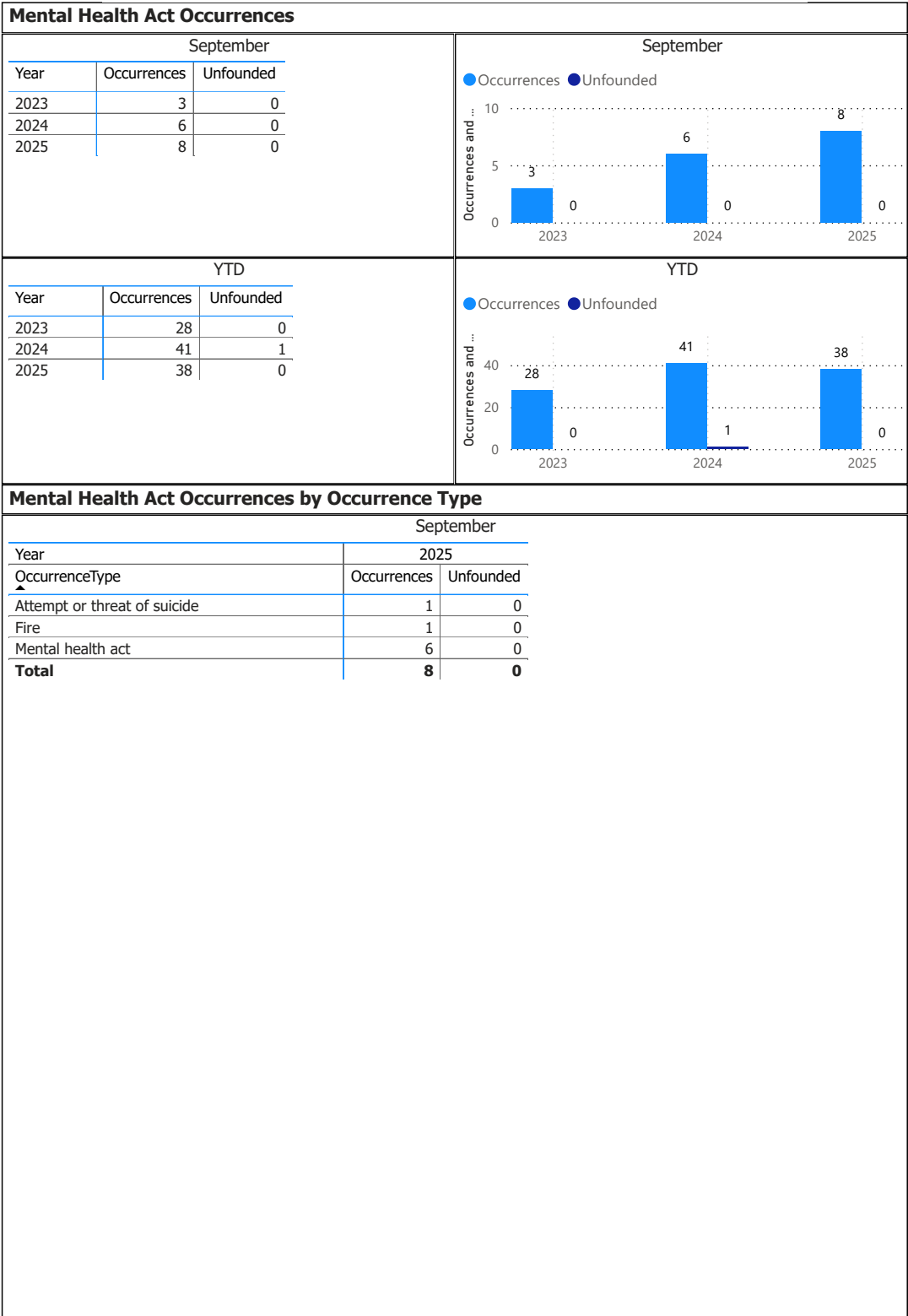
Detachment: 2M - THUNDER BAY  
Location code(s): 2M00 - THUNDER BAY, 2M71 - LAC DES MILLE LACS FN, 2M72 - [GULL BAY] KIASHKE ZAAGING ANISHINAABEK FN

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah, 2513 - [Gull Bay] Kiashke Zaaging Anishinaabek FN, 2660 - Lac Des Mille Lacs FN

Data source date:09-Oct-2025

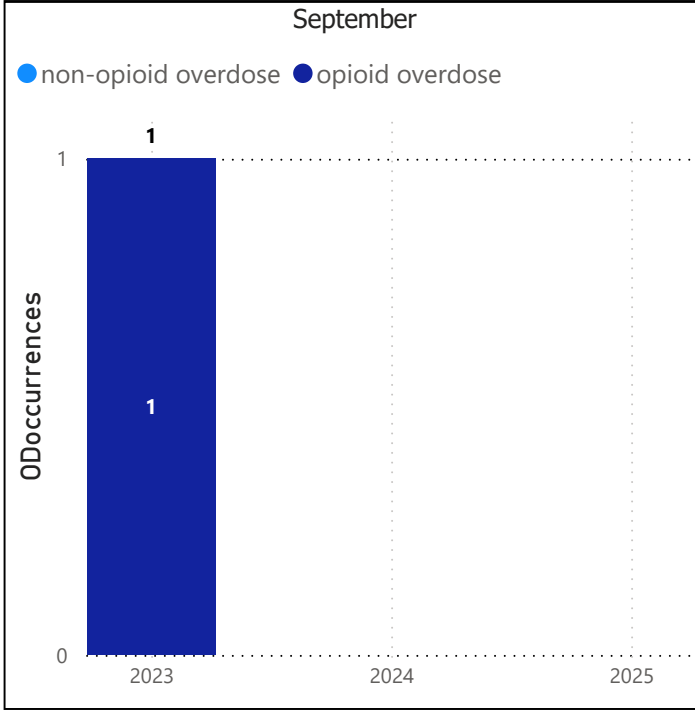
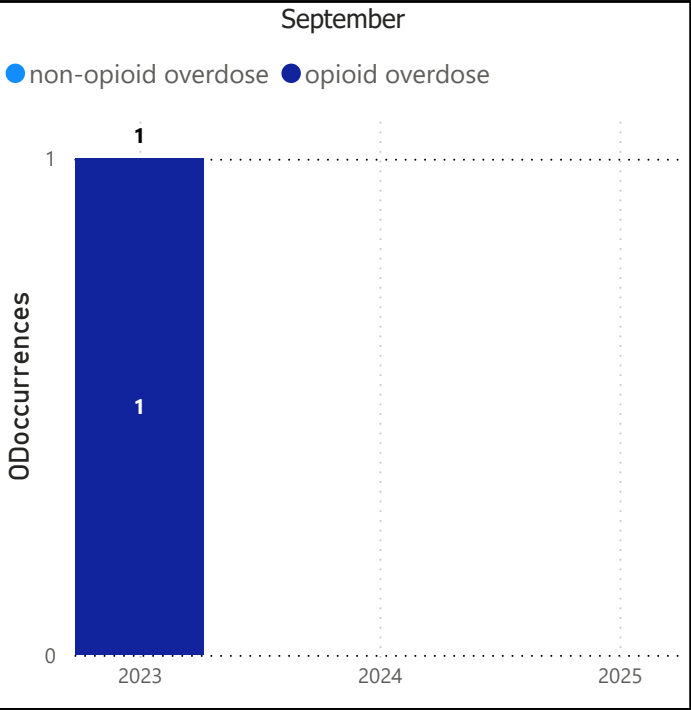
Report Generated on:09-Oct-2025 10:29:36 AM

OPP Detachment Board Report  
Records Management System  
September 2025



OPP Detachment Board Report  
Records Management System  
September 2025

Overdose Occurrences							
September				YTD			
Fatal	2023	2024	2025	Fatal	2023	2024	2025
<input checked="" type="checkbox"/> Fatal	1	0	0	<input checked="" type="checkbox"/> Fatal	4	0	0
non-opioid overdose	0	0	0	non-opioid overdose	2	0	0
opioid overdose	1	0	0	opioid overdose	2	0	0
<input checked="" type="checkbox"/> non-Fatal	1	0	0	<input checked="" type="checkbox"/> non-Fatal	1	1	0
non-opioid overdose	0	0	0	non-opioid overdose	0	0	0
opioid overdose	1	0	0	opioid overdose	1	1	0
Total	2	0	0	Total	5	1	0

Fatal Overdose Occurrences				Non-Fatal Overdose Occurrences			
September				September			
<div><div></div> non-opioid overdose<div></div> opioid overdose</div>				<div><div></div> non-opioid overdose<div></div> opioid overdose</div>			
							

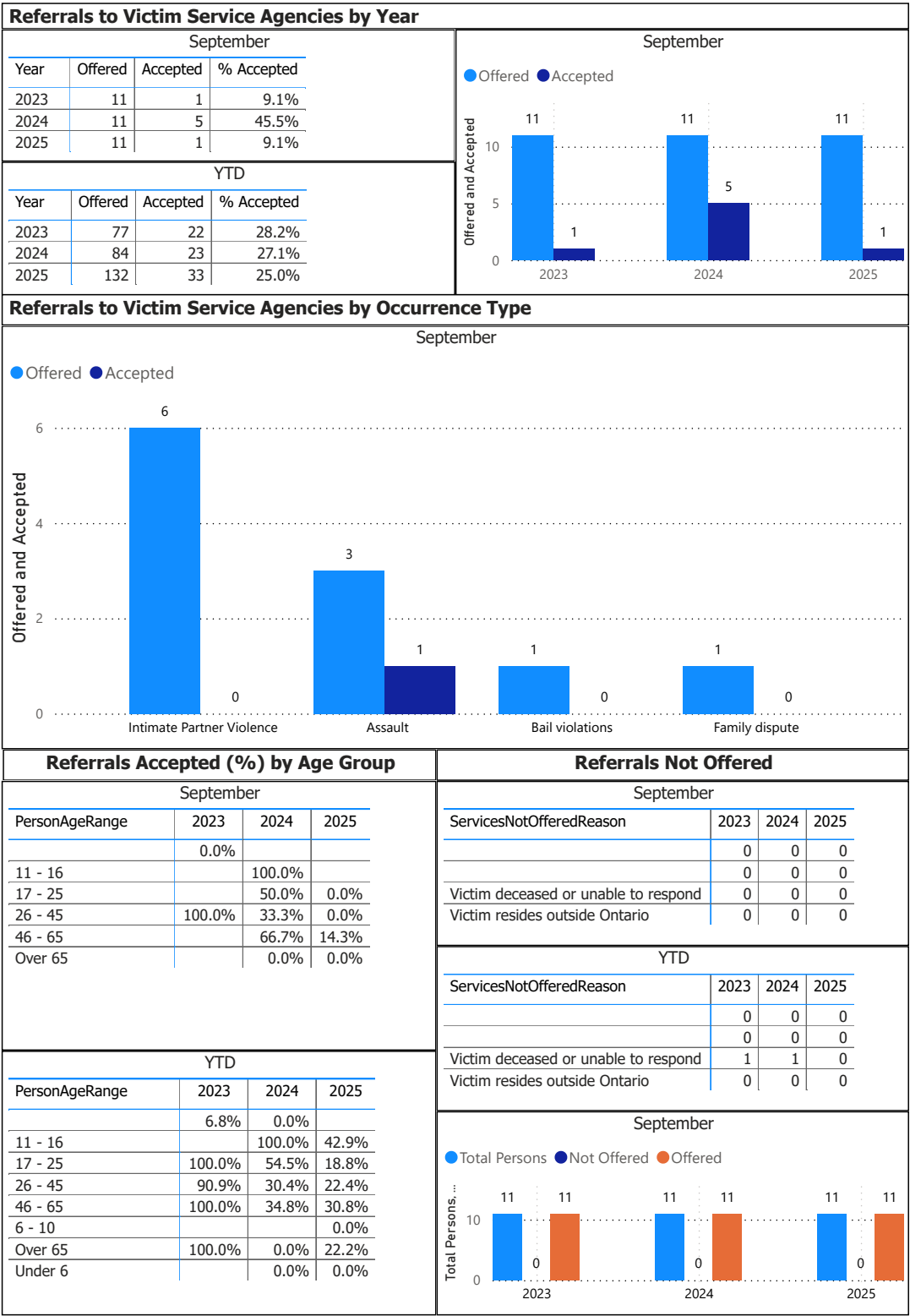
Detachment: 2M - THUNDER BAY  
Location code(s): 2M00 - THUNDER BAY, 2M71 - LAC DES MILLE LACS FN, 2M72 - [GULL BAY] KIASHKE ZAAGING ANISHINAABEK FN

Area(s): 2029 - Conmee, 2032 - Gillies, 2037 - Neebing, 2039 - O'Connor, 2044 - Municipality of Shuniah, 2513 - [Gull Bay] Kiashke Zaaging Anishinaabek FN, 2660 - Lac Des Mille Lacs FN

Data source date:  
09-Oct-2025

Report Generated on:  
09-Oct-2025 10:21:24 AM

OPP Detachment Board Report  
Records Management System  
September 2025





OPP Detachment Board Report  
Report Information Page

Report Data Source Information:

Data Sources Utilized

- Niche RMS – CTSB Data Feed
- Collision Reporting System (eCRS)
- POIB File Manager
- Daily Activity Reporting System

Niche RMS

RMS data presented in this report is dynamic in nature and any numbers may change over time as the OPP continue to investigate and solve crime.

The following report tabs acquire their data from the OPP Niche RMS – CTSB Data Feed

- Complaints (Public Complaints Section Only)
- Charges
- Warnings
- Violent Crime
- Property Crime
- Drug Crime
- Clearance Rate
- Unfounded
- Other Crime
- Youth Charges
- MHA – Mental Health Act
- Overdose
- Victim Services

Collision Reporting System (eCRS)

Traffic related data for Collisions and Fatalities are collected from the OPP eCRS application.

The following report tabs acquire their data from the OPP eCRS (Collision Reporting System)

- Collisions
- Fatalities

DAR (Daily Activity Reporting)

Patrol hours are collected from the OPP DAR application.

The following report tabs acquire their data from the OPP DAR (Daily Activity Reporting)

- Complaints (Patrol Hours Section Only)

**LAKEHEAD OPP DETACHMENT BOARD**  
**Administrative Report**

---

**Date:** October 10, 2025 (For Meeting on October 16, 2025)  
**To:** Members of Lakehead OPP Detachment Board  
**Subject:** OPP Reporting Classifications  
**Submitted by:** Erika Kromm, Board Secretary

---

**RECOMMENDATION:**

The Board Secretary recommends that the Board passes the following resolution, with any suggested edits, and forward it to the Solicitor General:

WHEREAS the Thunder Bay OPP Detachment Board (operating as the Lakehead OPP Detachment Board) receives monthly reports relating to detachment crime statistics;

AND WHEREAS the reports are generated using a standardized format that is used across all OPP detachments in the province;

AND WHEREAS some categories such as assault offences and firearm offences, are grouped together and reported as a single statistic;

AND WHEREAS firearm-related offences are generally perceived by the public as more serious in nature;

AND WHEREAS transparency and clarity in public safety reporting are essential to maintaining public trust and supporting informed community dialogue;

AND WHEREAS accurate reporting of firearm-related offences is particularly important in the context of provincial and federal firearms policies, including the firearms registry and related legislation, which rely on reliable data to inform decisions and public discourse;

THEREFORE BE IT RESOLVED THAT the members of the Thunder Bay OPP Detachment Board (operating as the Lakehead OPP Detachment Board) respectfully requests that the Province revise the statistical reporting template to clearly separate assault offences from firearm-related offences;

AND FURTHER THAT this resolution be forwarded to the Solicitor General, Inspectorate of Policing, MPP Kevin Holland and the Ontario Association of Police Service Boards.

**BACKGROUND/DISCUSSION:**

At the meeting held in June, the Board requested a resolution relating to requesting changes on how crime classifications are grouped and reported to the Board.

It was previously mentioned that the reports are designed to align with how Statistics Canada reports numbers from police services across the country. This allows for better comparisons between jurisdictions.

The above resolution was discussed at the September meeting but more work was needed to improve the message being presented. The discussion included some comments about the link to the firearms registry. The resolution has been revised with some additional comments on how statistics can inform government policies on firearms, while keeping political sentiments out of it.

The Secretary is seeking input from the Board on any other information they want to include in the resolution.

**ATTACHMENTS:** None

---

**From:** Holly Doty <oapsb@oapsb.ca>  
**Sent:** September 16, 2025 8:00 AM  
**To:** Meghan DaPonte; Holly Doty  
**Subject:** Renewal and New Business Portal is live and working well - Link for boards looking to join included  
**Attachments:** OAPSB - Benefits Sheet (Final).pdf; Insurance Program FAQ.pdf

Good Morning OPP Detachment Boards!

The Insurance Portal for all boards is now live. Please sign up (or let me know who you are being insured by) before September 27, 2025.

We have created a new board portal for your convenience. The following link is open now:  
<https://mcfarlanrowlands.com/oapsb-signup/>

The link will take you to a portal where you simply fill out the info (pre-populated to the required responses) – Once completed it will issue their policy & invoice within the hour. If responses are changed, it refers to our key contact for more info and we will contact the board to complete the process.

Attached is the Benefits Sheet & FAQ for your reference.

Thanks for completing your application or please let us know who you are insured with at this time.

If you need assistance with your application please connect with

Josh Fentin

Commercial Account Executive

503 York St. London, ON N6B 1R4

[jfentin@mcf.ca](mailto:jfentin@mcf.ca)

Tel. 519-913-3137 / 1 (888) 734-8888 ext. 1427

Cel. 519-777-6378

Fax. 519-679-2226 / 1 (844) 679-2226

[www.mcfarlanrowlands.com](http://www.mcfarlanrowlands.com)

Cheers.



**Insurance Program FAQ's – Affiliated Detachment Boards for the OAPSB (Ontario Association of Police Services Boards) – Inception date September 27, 2024**

**1. Q: How can we enroll?**

**A:** Any active member of the OAPSB is eligible for the program at a pro-rated premium throughout the policy term. In order to qualify, please complete the application form and return it to [oapsb@mcfcr.ca](mailto:oapsb@mcfcr.ca) and include your contact name, email address, phone number and date you wish to be enrolled in the body of the email. Once the application is approved, you will receive your policy documents and invoice for payment within a week.

**2. Q: When is payment due?**

**A:** Payment is due within 30 days of policy/invoice issuance – Payment instructions are included on the invoice

**3. Q: Is there a sample Abuse policy available?**

**A:** Yes – There is a template with instructions on how to build/implement an abuse policy available through OAPSB – We recommend consultation with any internal HR departments however this template is a great starting point for meeting the Abuse policy requirement

**4. Q: What are the Deductibles on the policy?**

**A:** Property deductible is \$1,000 with a \$2,500 deductible for water damage claims.

Cyber Liability Deductible is \$1,000

Abuse Liability Deductible is \$1,000

CGL (Commercial General Liability) Deductible is \$1,000

D&O (Directors & Officers Liability) Deductible is \$2,500

**5. Q: Who do I contact if I need a certificate of insurance for an offsite event?**

**A:** For all policy inquiries or certificate requests, please email the dedicated inbox at [oapsb@mcfcr.ca](mailto:oapsb@mcfcr.ca)



Ontario  
Association of  
Police Service  
Boards

## GROUP INSURANCE SOLUTION



**Medallion**

GROUP INSURANCE FOR FIRST RESPONDERS  
By McFarlan Rowlands

### MEMBER BENEFITS:

- Collective purchasing power
- Preferred pricing with rate stability
- Access to comprehensive coverages
- Efficient renewal handling

### COVERAGE:

- \$5,000,000 Commercial General Liability
- \$5,000,000 Directors & Officers
- \$1,000,000 Errors & Omissions (Professional Liability), for your training and policy guidance
- Per Detachment Board:
  - Contents coverage of \$100,000
  - \$50,000 Cyber Insurance
  - \$100,000 Abuse Liability Insurance for legal fees and judgements, actual or alleged abuse

### SERVICE COMMITMENT:

- Dedicated email for certificate requests with guaranteed 24-48 hour delivery
- Local Ontario claims service for all program members
- Dedicated Relationship Manager

Coverage is subject to policy terms, conditions and exclusions in the policy wording

**\$3,600**  
ANNUAL  
PREMIUM



Ontario  
Association of  
Police Service  
Boards

## GROUP INSURANCE SOLUTION



**Medallion**  
GROUP INSURANCE FOR FIRST RESPONDERS  
*By McFarlan Rowlands*



Josh Fentin  
Commercial Account Executive  
519-913-3137 Ext. 1427

Dedicated inbox for new members, certificate requests,  
claims reporting and any questions:

[OAPSB@MCFR.CA](mailto:OAPSB@MCFR.CA)





**Inspectorate  
of Policing**

**Service d'inspection  
des services policiers**

Office of the Inspector  
General of Policing

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

Bureau de l'inspecteur général  
des services policiers

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

## Inspector General of Policing Memorandum

**TO:** All Chiefs of Police and  
Commissioner Thomas Carrique, C.O.M.  
Chairs, Police Service Boards

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

**DATE:** **September 25, 2025**

**SUBJECT:** Inspector General Memo #7: Release of the Inspectorate of Policing's Risk Based Compliance and Enforcement Framework

---

Public trust is the cornerstone of effective policing. A strong police oversight framework – grounded in transparency and accountability – is essential to maintaining that trust and ensuring Ontario's police services and police service boards operate with integrity and fairness.

### The IoP's Risk-Based Compliance and Enforcement Framework is Now Public

I am pleased to share the Inspectorate of Policing's (IoP) **Risk-Based Compliance and Enforcement Framework**: a strategic operating approach that combines integrated, risk-based methods with incentives to support compliance and elevate the performance of Ontario's policing entities. As you will hear me say, this Framework is the IoP's 'operating philosophy'. The IoP will apply this Framework—and the authorities available to the Inspector General (IG) under the *Community Safety and Policing Act* (CSPA)—based on ongoing assessments of risks that could impact the quality and effectiveness of policing and police governance in Ontario. Risk levels will be determined by reviewing indicators of adequate and effective policing, including signs of police service or board non-compliance or misconduct by police service board members, along with factors that may either increase or reduce those risks.

This [publicly available Framework](#) is designed to implement the mandate of the Inspector General of Policing (IG) in a manner that strengthens oversight and fosters transparency, accountability, and public confidence in policing across the province.

Early concepts from the Framework were presented as part of the IoP's session at the CSPA Summit in February 2024. Following that, the IoP engaged with stakeholders, including the Ontario Association of Chiefs of Police, the Ontario Association of Police Service Boards, and the Police Association of Ontario, to share the draft Framework and gather feedback to inform this final product. I appreciate this engagement and the contributions each of these organizations continue to make to our shared goals of making everyone in Ontario safer.



## New Advisory Bulletin Concerning Board Meetings

I am also pleased to share with you the attached **IG Advisory Bulletin 2.1: Board and Committee Meetings**. This Bulletin summarizes requirements found in the CSPA for police service board meeting practices, and provides additional guidance and IG advice on how to remain compliant with those requirements by implementing certain approaches. Complying with the CSPA's board meeting requirements—while this may require adjustment to long-standing past practice—is an obligation all boards must embed into operations. I strongly encourage all police service boards to read and incorporate this IG advice and practice into regular board business and procedures, and ensure that your board is operating in compliance with all statutory meeting requirements. Please engage with you Police Services Advisor if you have any questions about implementation within your specific local context.

## IoP Organizational Updates

I also would like to share some recent updates to the IoP team that will be relevant to you in receiving support from, and engaging with, our organization.

First, I am pleased to announce that **Morgan Terry** has taken on the newly created position of Assistant Director in the Investigations, Inspections and Liaison Branch. Demonstrating our commitment to ongoing communication and proactive engagement with the sector, Morgan will work alongside Deputy Inspector General, Joseph Maiorano, with a specific focus on the IoP's liaison, monitoring and advisory functions. In this role, Morgan will lead IoP strategy and team members to deliver advice and support to the policing sector to ensure compliance and promote continuous improvement in service delivery and governance. For clarity, Joe will continue to oversee our work on policing complaints, investigations and inspections.

Second, in support of your engagement of IoP Police Services Advisors on day-to-day issues and advice, please find attached an **updated Advisor Assignment List**. As always, you are encouraged to reach out to your Advisor should you have any questions regarding IoP communications or CSPA compliance.

We thank you for your continued dedication to excellence in police service and its governance.

Sincerely,



*Ryan Teschner*

**Inspector General of Policing of Ontario**

c: Mario Di Tommaso, O.O.M.

Deputy Solicitor General, Community Safety

# RISK-BASED COMPLIANCE AND ENFORCEMENT FRAMEWORK



September 2025

# 1. Introduction

A strong police oversight framework, built on transparency and accountability, recognizes that public trust is essential for police to do their jobs effectively.

The Community Safety and Policing Act, 2019 (CSPA) created the role of the Inspector General of Policing (IG) as part of the broader transformation of Ontario's policing legislative framework. The role of the IG – the first of its kind in Canada – is an important ingredient to enhancing police oversight and performance in Ontario.

The Inspectorate of Policing (IoP) is an arm's-length oversight body established to meet the legislated mandate of the IG under the CSPA. On behalf of the IG, the IoP delivers a spectrum of oversight functions for the policing and police governance sector in Ontario, including compliance inspections of police services, police board member conduct inspections, monitoring and advisory services, and, where necessary, enforcement that is driven by research and data analysis.

The IoP drives improvements in policing to make everyone in Ontario safer by ensuring that the public safety sector is responsive to the diverse communities it serves. To do this, the IG's oversight mandate includes working with the following entities:

- Municipal police services and the Ontario Provincial Police (OPP);
- Chiefs of police and police service boards;
- OPP Detachment Boards;
- Special Constable Employers; and,
- First Nations (FN) police services and boards that opt-into the CSPA framework.

## 2. Ongoing Assessment of Risk

The application of the IoP's Compliance Model, including the range of activities and enforcement measures provided to the IG under the CSPA, will be based on a continual assessment of risk to the delivery of good policing. The IoP will determine the level of risk by assessing indicators of adequate and effective policing, including potential or existing non-compliance or board member misconduct, along with the presence of mitigating or aggravating risk factors.

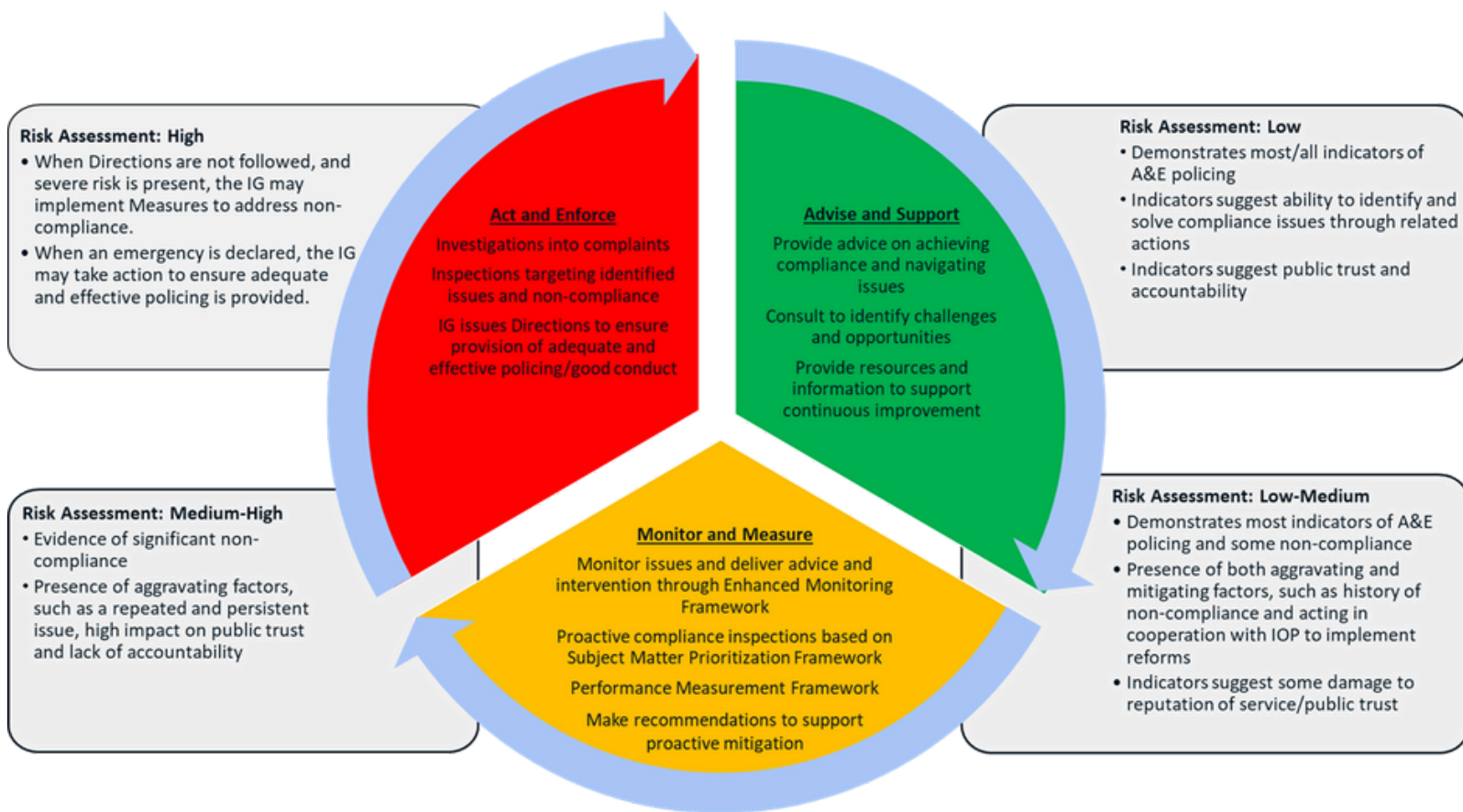
<b>Indicators of Adequate and Effective Policing*</b>	<b>Mitigating or Aggravating Risk Factors**</b>
<ul style="list-style-type: none"> <li>• Achievement of compliance as set out in the CSPA and its regulations</li> <li>• Strength of local relationships and communication, including between the Chief of Police and Police Services Board, and the Board, the Police Service and the community, among others</li> <li>• Allocation of resources to support adequate and effective police service delivery</li> <li>• Local police governance reflects understanding of the Ontario's policing framework, the role and responsibilities of the Police Services Board and compliance with the Board Member Code of Conduct</li> <li>• Ability to address emerging or persistent local issues impacting policing and community safety</li> <li>• Consideration of evolving events and issues that have broader impact on the policing sector as a whole</li> </ul>	<ul style="list-style-type: none"> <li>• Role of the responsible party in the misconduct or non-compliance (minor or major)</li> <li>• Seriousness of misconduct or non-compliance</li> <li>• Public interest</li> <li>• Impact on complainant(s) and community</li> <li>• Impact to public and officer safety</li> <li>• Previous compliance or conduct issues</li> <li>• Duration and frequency of issue</li> <li>• Damage to reputation of board and service</li> <li>• Intentional or unintentional</li> <li>• Steps already taken to address the issue(s)</li> <li>• Willingness to take accountability and implement reform</li> </ul>

\*List is not exhaustive. Assessments will be case-by-case and consider all factors relevant to the situation.

\*\*For greater clarity, all references to conduct or misconduct are in relation to police services board members.

### 3. Compliance and Enforcement Model

The IoP's Compliance Model contains a mix of integrated, risk-based approaches and incentives to achieve compliance and improve the performance of policing entities. The Compliance Model is applied with discretion and good judgment – applying the “right touch” to deploy the most effective options, having regard to the relevant circumstances, and based on the level of risk. The IoP will apply the Model and associated activities with consideration for all available information to drive the assessment of risk.





## 4. Risk-based Compliance and Enforcement Activities

The Compliance and Enforcement Model will be used to guide the application of the IG's compliance and enforcement activities according to the level of risk associated with police service and police governance delivery. When engaging in any of its oversight and regulatory activities, the IoP will always seek to improve the overall performance of the policing sector in Ontario.

### 4.1 Advise and Support: Low Risk

The IoP will use its statutory consulting function to continually assess local police service delivery and governance, and potential risks. When a low risk to compliance and/or performance has been identified, the IoP will support compliance and continuous improvement by providing **advice and information** designed to assist the public safety entities the IG oversees. The IoP is well-positioned to see across Ontario's policing and police governance sector, identify areas that call out for attention and identify leading practices that will assist the sector in improving compliance with the CSPA and overall performance.

The IoP engages with policing entities to identify issues, challenges and opportunities to improve compliance with the CSPA, and overall police performance. We communicate directly with police leaders **on emerging or persisting issues** to identify areas for IoP support and promote collaboration on solutions – including solutions that may be relevant across Ontario's policing sector.

The IoP conducts **research and analysis to provide insight on issues, challenges and opportunities** to improve compliance and overall police and police governance performance. The **IoP will serve as a 'Centre of Excellence'** to proactively support learning and continuous improvement in the sector, distilling and sharing insights and advice gleaned through our monitoring, inspection findings, research and analysis. We will support understanding of our work, key issues in policing, policing performance and leading practices by publishing information and resources

### 4.2 Monitor and Measure: Low-Medium Risk

Routine monitoring of public safety entities ensures identification of issues that may require closer examination by the IoP, such as evolving local demands on policing, potential non-compliance, or leadership and governance issues. **Monitoring** may include maintaining awareness of local efforts to address known issues, or tracking wider issues that require more oversight and engagement from the IoP or other partners. This may include identifying matters for an inspection, with priority given to compliance issues and actionable outcomes that will have the greatest impact on improving public safety and policing performance.

The IoP may assess compliance and performance at a specific point in time, or, on a regular basis through **inspections and data analysis**. Inspections are a critical tool not only to verify that legal requirements are being met, but also to highlight local promising and/or innovative practices that may be adopted on a larger scale to support continuous service improvements across the province. Inspections may include document review and research, data collection and analysis, or interactive, onsite assessments, or a combination of these methods.

Our **Policing Performance Measurement Framework\*** (PPMF) will power our intelligence-led approach to identifying current and emerging trends and generate real insights – for the public and the policing sector – as to what drives and hinders effective police performance and governance, and highlights leading practices to promote continuous improvement. The PPMF will enable the IoP to identify poor performance or specific activity categories that warrant improvement or further inspection. Through this proactive approach, the IoP will be able to see where support or intervention may help to address issues early, before they escalate into matters of non-compliance.

When IoP monitoring and measurement activities identify performance issues or potential non-compliance or misconduct, additional compliance activities may be undertaken.

## 4.3 Act and Enforce: Medium-High Risk and High Risk

### a) Medium-High Risk

The IoP ensures compliance and the delivery of adequate and effective policing by taking **enforcement actions** to address policing complaints and issues identified by the IoP. In this part of the Model, the focus of the IoP's compliance activities is on **direct intervention to address the identified issues and the application of a range of enforcement options** to compel compliance, improve performance and enhance public confidence.

When the IoP receives a policing complaint that falls within its mandate, there is a legal duty to deal with the complaint, and to keep the complainant informed of the status and the outcome. Depending on the nature and seriousness of the complaint, the IoP may:

- Refer a matter back to the applicable Board or Chief of Police, if the complaint is about local policies or procedures, and require reporting to the IG on steps taken in response to the complaint;
- Conduct an inspection in response to concerns about service delivery or failure of an entity to comply with the CSPA and its regulations, other than officer misconduct; or,
- Conduct an investigation, including in response to allegations about board member misconduct.

\* As of the publication date, development of the Policing Performance Measurement Framework is ongoing.

If non-compliance with the requirements set out in the CSPA, or significant risk to the delivery of adequate and effective policing in accordance with the standards set out in the regulations is found to exist, **the IG may consider the application of additional compliance efforts, or issue written and legally-binding Directions** to prevent or remedy the issue. Directions issued will be tailored to the circumstances and proportionate to risk, and further previous IoP efforts to resolve issues.

For example, if a complaint were received concerning a police service's response to a 911 call, and the resulting inspection found non-compliance with regulatory requirements for police communications and dispatch, the IG could issue Directions to the police service to ensure corrective action and monitor to ensure implementation.

### **b) High Risk**

In very serious situations, where the IG believes that adequate and effective policing is not being provided in an area, or that an emergency exists, **the IG request a police service board or require the Commissioner of the Ontario Provincial Police to provide policing in that area.**

Additionally, if Directions made by the IG to address identified non-compliance following an inspection or investigation are not complied with, **the IG may impose legally-binding Measures, including:**

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

The imposition of Measures by the IG is discretionary, and is determined on a case-by-case basis, having regard to the following **objectives:**

- The public interest in receiving adequate and effective policing;
- Remedying or preventing further non-compliance or misconduct by removing the responsible individual(s) from their position(s);
- Measures are similar to those imposed on similar entities or individuals for similar infractions committed in similar circumstances; and,
- All available Measures that are reasonable in the circumstances should be considered.

Any decision to use the legally-binding authorities in the CSPA is grounded in the principles of **procedural fairness**, and be based on:

- Ensuring that policing laws and standards are complied with;
- Policing entities and professionals are performing according to the standards set out in the CSPA; and,



- The public interest in addressing a matter so as to enhance public confidence in Ontario's policing system.

In support of **transparency, accountability and public confidence** in the work of the IoP, the IG is required to **publicly report** on investigation and inspection findings, as well as Directions and Measures.

## 5. Conclusion

Police service delivery and governance throughout Ontario is monitored and assessed by the IoP using a multi-faceted, risk-driven approach, ensuring that the duties and authorities of the IG are applied at the right time and for the right amount of time, in the right place(s), and in the right way.

The IoP's focus remains on supporting the best possible policing in Ontario communities by ensuring policing providers operate in compliance with legislated requirements and continuously and sustainably improve their performance. The IoP does its work in a balanced and transparent manner, to enhance the confidence of the public and the policing sector in what we do, and how we do it.

## Inspector General Advisory Bulletin



### Advisory Bulletin 2.1: Board and Committee Meetings

**Date of issue: September 25, 2025**

#### ***What you need to know***

Police service boards and OPP detachment boards conduct their business and make deliberations, considerations, and decisions in meetings. The *Community Safety and Policing Act* (CSPA) sets out requirements for meetings held by boards and their committees, and establishes a modern approach premised on public transparency of board business as the ‘rule,’ with requirements for a board to publicly explain when meetings are closed to the public.

#### *“Meeting” Definition*

The CSPA does not define “meeting” for determining when compliance with meeting requirements is necessary. Using subsection 238(1) of the *Municipal Act* for guidance, boards should consider a meeting to be any regular, special, or other gathering of a board or committee where:

- a quorum of members is present, and
- members discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of the board or committee.

Social or informal gatherings of board members would not be board meetings unless the two-part test described is met. Board members should be vigilant when a quorum is present at gatherings to avoid holding unintended meetings.

#### *Meeting Notice – CSPA subsections 43(5)-(7)*

Boards and committees must publish notice of meetings that are open to the public on the Internet. The notice must:

- be published at least seven days before the meeting, except in extraordinary circumstances (CSPA subsection 43(5)-(6)); and,
- include the proposed agenda and either the record of the most recent public meeting or information on how the public can access that record (CSPA subsection 43(7)).

Electronic meeting notices must include specific information about how to access the meeting.<sup>1</sup>

*Transparency and Open Meetings – CSPA subsection 43(3)*

Meetings conducted by boards and their committees must be open to the public subject to decisions to close meetings or parts of meetings when permitted by subsection 44(2).

The purpose of the CSPA open meeting rule is to increase the open and transparent exercise of board authority and discharge of duties so as to enhance public confidence in the operation and integrity of boards, and by extension the policing they oversee.

Boards and committees should consider public access when deciding on meeting locations. Holding a “public” meeting within a secure police facility or at a non-published location may not always meet the test of “open to the public”<sup>2</sup>. In addition, the use of electronic meetings presents additional challenges to ensure meetings are publicly open.

*Closed Meetings – CSPA subsections 44(2)-(6)*

Boards and committees may (not must) close meetings to the public if the subject matter being considered is:

- the security of the property of the board;
- personal matters about an identifiable individual, including members of the police service or any other employees of the board;
- information that section 8 of the *Municipal Freedom of Information and Protection of Privacy Act* would authorize a refusal to disclose if it were contained in a record (a “law enforcement” matter);
- a proposed or pending acquisition or disposition of land by the board;
- labour relations or employee negotiations;
- litigation or potential litigation affecting the board, including matters before administrative tribunals;
- advice that would be inadmissible in a court by reason of any privilege under the law of evidence, including communications necessary for that purpose;
- information explicitly supplied in confidence to the board by Canada, a province or territory or a Crown agency of any of them, a municipality or a First Nation;
- a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
- a trade secret or scientific, technical, commercial or financial information that belongs to the board and has monetary value or potential monetary value;

<sup>1</sup> [Ombudsman Investigation Report – Municipality of West Elgin December 2024](#)

<sup>2</sup> [Ombudsman Investigation Report – Township of Woolwich June 2015](#)

- a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the board; or,
- an ongoing investigation respecting the board.

Boards should note the discretionary nature of decisions to exclude the public when considering the above subjects. When making these decisions, boards and committees should balance the principles of transparency and public interest against the potential harm of disclosure.

Meetings must be closed to the public by police service boards and their committees if the subject matter being considered is a request under the *Municipal Freedom of Information and Protection of Privacy Act* (CSPA subsection.44(3)).

Board and committee meetings may also be closed to the public if held for the purpose of educating or training members and the business or decision-making of the board is not materially advanced in the meeting (CSPA subsection.44(6)).

The CSPA open and closed meeting rules for boards and committees very closely follow, with some modifications, the rules for municipal councils, committees, and local boards under Ontario's *Municipal Act*. The Ontario Ombudsman has been examining open meeting matters under that Act since 2008 and has published guidance that the loP believes will assist police service boards, OPP detachment boards and their committees when making decisions on the CSPA open and closed meeting rules and practices. The Ontario Ombudsman guidance document is available here: [Open Meetings - Guide for Municipalities | Ombudsman Ontario](#)

#### *Agenda Considerations – CSPA subsection 44(1)*

Before holding a meeting, boards and committees must consider whether to close the meeting or part of the meeting having regard to subsections 44(2)-(3) of the CSPA, referenced above, which list subjects that either permit or require the exclusion of the public.

#### *Resolution Closing Meeting – CSPA subsection 44(1)*

If a board or committee decides to exclude the public, they must state by resolution the fact the board is holding a closed meeting, and the general nature of the matter to be considered. In addition, if the public is excluded from a meeting held for educating or training board or committee members, the resolution must specifically state that the meeting is closed under subsection 44(6).

In addition to the CSPA requirement for educational and training meetings, the loP recommends that closed meeting resolutions cite the specific CSPA authority for excluding the public in all instances. The loP further recommends that resolutions have sufficient detail of the closed matter to assure the public that the power to close the meeting is being responsibly exercised. Finally, to support transparency, the required resolution must be made in a meeting or part of a meeting that is open to the public.

*Board Delegation and Committees – CSPA subsections 42(1)-(4)*

Boards may delegate any of their powers to a committee established by by-law of the board. The by-law may govern the name, powers, duties, and quorums of the committee. The by-law should also govern the composition of the committee and member appointment process.

Committees must be composed of at least two members of the board, except if the only delegated power is bargaining under Part XIII of the CSPA. A bargaining committee can be composed of one board member. Additional non-board members may be appointed to the committee as long as a majority of the committee is composed of members of the board.

*Quorum – CSPA subsection 43(2)*

Boards and committees must have a quorum present to hold a meeting to conduct business and make decisions. Quorum is a majority of the members of the board.

Vacancies on a board do not reduce meeting quorum requirements. For example, quorum for a five-member board with two vacancies remains at three members.

Board members are not counted towards quorum if they are prohibited from exercising the powers or performing the duties of their position because mandatory training has not been completed (CSPA subsections 35(2)-(5)).

Board members may become subject to Inspector General investigations into their conduct and directed to decline to exercise their powers or perform their duties as a member of the board pursuant to CSPA subsection 122(1). Board members who have received this direction are not counted towards quorum. If the board cannot constitute quorum as a result, the Inspector General may appoint additional members to act in their place for the duration of the investigation.

Quorum for committees is determined by boards through their by-law establishing the committee (CSPA subsection 42(2)).

*Meeting Frequency – CSPA subsection 43(1)*

Boards must hold at least four meetings each year. Holding meetings exceeding this minimum and the period between meetings are discretionary decisions for boards. These decisions should be based on the governance obligations and statutory responsibilities arising from the size and complexity of the governed police service or OPP detachment, and the needs of the area under the board's jurisdiction.

*Record of Meeting – CSPA subsection 43(4)*

Boards must record all resolutions, decisions, and other proceedings at all meetings, whether open to the public or not. The record must not include additional notes or comments by the recorder.

The IoP recommends boards, when establishing committees, include this recording requirement as a duty of the committee in the governing by-law.

***What you need to do****Meeting Practice Examination and Potential Changes to Practice*

Boards should examine their meeting practices, particularly regarding holding closed meetings, in consideration of the transition from long-standing *Police Services Act* requirements to those newly established by the CSPA. Where needed, adjustments should be made to come into compliance.

Boards should have any changes in meeting practices reflected in their established rules and procedures (CSPA section 46).

The new requirement for a resolution to close meetings will require some boards to change their existing practice of holding two distinct consecutive meetings – open and closed – with the closed meeting entirely excluding the public. Through its monitoring function, the IoP has observed that boards who have successfully transitioned meeting practices to the new requirements have adopted one of two options, both of which are CSPA-compliant:

- Two distinct consecutive meetings: Open meeting is entirely public and ends with adjournment. The closed meeting starts with an open part for routine administrative matters (opening statements, declarations of interest) followed by a resolution compliant with CSPA subsection 44(1). The closed portion ends with a resolution to return to public. The closed meeting ends in public with adjournment.
- A single meeting that is partly open and partly closed: The open part is closed by resolution compliant with CSPA subsection 44(1). The closed portion ends by resolution to return to the open meeting. The meeting continues in public until adjournment.

*Emergency and Special Meetings*

A board may be required to hold an emergency or special meeting outside of its regularly scheduled meetings. IoP Advisors have the authority to enter board meetings for compliance monitoring, including those closed to the public, pursuant to CSPA subsection 115(7). Boards should **notify their assigned Police Services Advisor for all emergency and special meetings whether open to the public or closed so the IoP is**

aware and the Advisor can determine whether attendance is necessary in the circumstances.

***What we will do***

The IoP's Police Services Advisors support the Inspector General's statutory monitoring and advisory duties under the CSPA. Advisors are available to provide advice on board compliance with the CSPA meeting requirements, including suggested application of leading practices and referrals to boards that have established good practices.

*Note: Advisory Bulletins are the IG's advice provided pursuant CSPA subsection 102(4) and are intended as a resource for the sector by offering the IG's general interpretation of various provisions of the CPSA. Advisory Bulletins are not legally binding, and they do not purport to address all possible factual scenarios or circumstances. As such, you may wish to consult with legal counsel to determine how this general guidance should be applied in your own local context and to navigate specific situations.*

# POLICE SERVICES ADVISORS – BOARD & POLICE SERVICE ASSIGNMENTS

## POLICE SERVICES LIAISON UNIT, INSPECTORATE OF POLICING

4.2-17

Zones are OAPSB and OACP consistent. Municipal board names are as recorded by the Public Appointments Secretariat, except for regional municipalities, which have been modified for consistency. Boards responsible for multiple municipalities (excluding upper-tier boards) are indicated as “joint”. Police service names significantly different from the board are listed with the board. There are currently **43** municipal boards in Ontario.

### Municipal Boards & Police Services – CSPA Part IV

ZONES 1/1A	ZONE 2	ZONE 3	ZONE 4	ZONE 5	ZONE 6
<b>Tom Gervais</b> (416) 432-5645 tom.gervais@ontario.ca <i>B/U Ron LeClair</i>	<b>Graham Wight</b> (416) 817-1347 graham.wight@ontario.ca <i>B/U Ryan Berrigan</i>	<b>Ryan Berrigan</b> (416) 315-2483 ryan.berrigan@ontario.ca <i>B/U Graham Wight</i>	<b>David Tilley</b> (647) 224-9370 david.tilley@ontario.ca <i>B/U Hank Zehr</i>	<b>Hank Zehr</b> (437) 777-9605 hank.zehr@ontario.ca <i>B/U David Tilley</i>	<b>Ron LeClair</b> (226) 280-0166 ronald.leclair@ontario.ca <i>B/U Tom Gervais</i>
Greater Sudbury	Belleville	Barrie	Brantford	Guelph	Aylmer
North Bay	Brockville	Bradford West Gwillimbury & Innisfil (joint) - <i>South Simcoe</i>	Halton Regional	Hanover	Chatham-Kent
Sault Ste. Marie	Cornwall	Cobourg	Hamilton	Owen Sound	LaSalle
Thunder Bay	Deep River	Durham Regional <sup>1</sup>	Niagara Regional	Saugeen Shores	London
Timmins	Gananoque	Kawartha Lakes	Woodstock	Stratford	Sarnia
	Kingston	Peel Regional <sup>2</sup>		Waterloo Regional	St. Thomas
	Ottawa	Peterborough		West Grey	Strathroy-Caradoc
	Smiths Falls	Port Hope			Windsor <sup>1,2</sup>
		Toronto <sup>3,4</sup>			
		York Regional			
		<sup>1</sup> Tom Gervais B/U			<sup>1</sup> Hank Zehr Primary
		<sup>2</sup> Hank Zehr Primary			<sup>2</sup> David Tilley B/U
		<sup>3</sup> Tom Gervais Primary			
		<sup>4</sup> David Tilley B/U			
<b>5</b>	<b>8</b>	<b>10</b>	<b>5</b>	<b>7</b>	<b>8</b>
					<b>Total 43</b>



## OPP Detachment Boards - CSPA s.67

ZONES 1/1A	ZONE 2	ZONE 3	ZONE 4	ZONE 5	ZONE 6
Almaguin Highlands	Central Hastings	Bancroft	Brant County	Dufferin 1	Elgin
Dryden 1	Frontenac	Collingwood 1	Haldimand	Dufferin 2	Essex County 1
Dryden 2	Grenville 1	Collingwood 2	Norfolk	Dufferin 3	Essex County 2
Dryden 3	Grenville 2	Bracebridge	Oxford 1	Dufferin 4	Lambton 1
East Algoma 1	Hawkesbury	City of Kawartha Lakes	Oxford 2	Grey Bruce	Lambton 2
East Algoma 2	Killaloe	Haliburton County	Oxford 3	Huron	Middlesex
East Algoma 3	Lanark County	Huntsville		Huron West	
Greenstone	Leeds County	Northumberland		Perth County	
James Bay 1	Lennox & Addington 1	Nottawasaga		South Bruce	
James Bay 2	Lennox & Addington 2	Orillia		Wellington	
James Bay 3	Prince Edward County	Peterborough			
Kenora 1	Quinte West	South Georgian Bay			
Kenora 2	Renfrew				
Kirkland Lake	Russel County				
Manitoulin 1	Stormont, Dundas and Glengarry				
Manitoulin 2	Upper Ottawa Valley 1				
Marathon	Upper Ottawa Valley 2				
Nipigon 1	Upper Ottawa Valley 3				
Nipigon 2					
Nipissing West 1					
Nipissing West 2					
North Bay 1					
North Bay 2					
North Bay 3					
Rainy River 1					
Rainy River 2					
Red Lake					
Sault Ste. Marie					
Sioux Lookout					
South Porcupine					
Superior East					
Temiskaming 1					
Temiskaming 2					
Temiskaming 3					
Thunder Bay					
West Parry Sound					
<b>36</b>	<b>18</b>	<b>12</b>	<b>6</b>	<b>10</b>	<b>6</b>
					<b>Total 88</b>

---

**From:** OAPSB Training and Communications Team <communications@oapsb.ca>  
**Sent:** September 30, 2025 2:03 PM  
**To:** Erika Kromm  
**Subject:** Your OAPSB Quarterly Newsletter is Here - Fresh Insights, Tools, and Events for Your Board  
**Attachments:** Newsletter Edition 3 Sept 2025.pdf

Hello Members,

We are excited to share the latest edition of the OAPSB Quarterly Newsletter, your one-stop update on governance, training, and engagement. Inside you will find:

- Timely articles and updates for Municipal Boards, OPP Detachment Boards, and First Nations Boards
- New tools and resources to make your governance work easier
- Upcoming events and partner opportunities to connect, learn, and grow
- Reflections from our Chair and Executive Director
- A year-end checklist to help your board finish strong and prepare for 2026

This edition is packed with content designed to be practical, thought provoking, and easy to use at your board table. Whether you are looking for policy guidance, training opportunities, or a spark of inspiration, this newsletter has something for you.

Thank you for your continued commitment to effective governance and public safety. If you have ideas, questions, or resources you would like to see in future editions, please reach out. Your input helps us keep this newsletter relevant and useful.

You can access and download your copy [here!](#)

Pumpkins Spice and everything nice!

OAPSB Team

This email was sent on behalf of Ontario Association of Police Services Boards located at PO Box 43058, London RPO Highland, ON N6J 0A7. [To unsubscribe click here.](#) If you have questions or comments concerning this email contact Ontario Association of Police Services Boards at [oapsb@oapsb.ca](mailto:oapsb@oapsb.ca).

# QUARTERLY NEWSLETTER

[WWW.OAPSB/NEWS/NEWSLETTER](http://WWW.OAPSB/NEWS/NEWSLETTER)



July – September 2025

## Top Features

Message from Chair  
Message from Executive Director  
Board Information Update  
Message from the IoP  
Training Update  
News from our Partners  
Events & Engagement  
Year-End Checklist



## Message from the Chair

As we enter the fall season, this is a moment to re-establish focus and reaffirm the leadership role of police service boards in helping to shape the future of community safety. Governance in policing is not merely about compliance with legislation; it is about guiding police services through complex challenges with foresight, accountability, and a commitment to public confidence.

Over the summer, the OAPSB has been advancing work that positions boards to lead with greater clarity and influence. We are refining our advocacy agenda with government, enhancing training to reflect both the letter and the spirit of the Community Safety and Policing Act, and developing practical tools that will assist boards in overseeing budgets, evaluating performance, and engaging communities with credibility.

This fall, three strategic priorities will continue to guide our collective efforts:

- Strengthening Capacity and Implementation – ensuring boards have the frameworks and supports needed to govern effectively under the new Act.
- Embedding Evidence and Data in Oversight – enabling boards to make informed decisions and demonstrate accountability through transparent, outcome-focused measures.
- Amplifying the Voice of Boards – representing member perspectives at the provincial level and reinforcing the essential role of governance in public safety debates.

I encourage every board to take this season to set clear priorities, invest in governance excellence, and demonstrate leadership in public safety discourse. Together, we can elevate the profile and impact of police governance in Ontario.

Sincerely,

Alan K. (Al) Boughton  
Chair, Ontario Association of Police Service Boards



As we look toward the future of policing and public safety in Ontario, the role of governance has never been more important. This edition highlights the principles and practices that help boards build trust and strengthen effectiveness. Here are some key principals we have been working on to support boards on their journey to good governance.

## **Building Trust and Effectiveness: Principles and Best Practices for Good Governance in Policing and Public Safety**

Strong governance is the foundation of effective policing and public safety. Across Ontario, police governance boards play a vital role in shaping the integrity, transparency, and responsiveness of law enforcement. The Ontario Association of Police Service Boards is committed to advancing governance that earns public trust and delivers meaningful results.

### **Transparency Builds Confidence**

When decisions are made openly and information is shared clearly, communities feel empowered. Transparency is more than publishing reports. It means inviting the public into the conversation, explaining the rationale behind policies, and ensuring that oversight is visible and meaningful. Boards that embrace transparency foster a culture of trust that strengthens every aspect of public safety.

### **Accountability Drives Performance**

Accountability is the engine of improvement. Police governance boards must hold their organizations to high standards while also reflecting on their own practices. This includes monitoring outcomes, reviewing conduct, and ensuring that policies align with community values. The OAPSB supports ongoing education and training for board members so they can lead with clarity and confidence.

### **Ethical Leadership Sets the Tone**

Leadership is not just about authority. It is about example. Ethical leadership means making decisions that reflect fairness, respect, and a deep understanding of the communities we serve. Boards must champion equity, uphold human rights, and ensure that every policy reflects the dignity of all individuals. The OAPSB promotes inclusive governance that mirrors the diversity of Ontario and prioritizes the well-being of every resident.

### **Community Engagement Strengthens Legitimacy**

Governance must be grounded in dialogue. When boards listen to their communities, they gain insight, build relationships, and create policies that reflect real needs. Engagement is not a checkbox. It is a continuous process of learning, adapting, and collaborating. The OAPSB encourages boards to go beyond consultation and build lasting partnerships with the public.

The OAPSB is proud to share expertise, insights, resources, and updates through our website and LinkedIn page. We invite you to follow us, explore our work, and join the conversation about what good governance looks like in practice. Together, we can build a public safety system that earns trust, reflects community values, and delivers results.



Lisa Darling, M.O.M.  
Executive Director,  
Ontario Association of Police Service Boards

# Stronger Oversight: Ideas for Boards

Ontario's governance system is evolving, and boards are at the center of that change. Municipal Boards, OPP Detachment Boards, and First Nations Boards each face distinct challenges, but all share the goal of stronger oversight and safer communities. This section highlights the most pressing priorities and practical steps boards can take right now.

## Municipal Police Service Boards

### Stronger Oversight Starts in Your Own Boardroom

Municipal boards must evolve beyond periodic oversight. In a shifting legislative and societal context, your board should lead on governance culture, transparency, and public trust. The priorities below highlight both the ongoing responsibilities that define strong governance and the immediate issues requiring attention before year end.

- Governance budgeting is mission critical

Plan a dedicated governance budget line. Allocate funds for training, independent reviews, strategic planning, community engagement events, and board evaluations. Even small investments pay dividends in decision quality.

- Transparency builds legitimacy

Publish agendas, minutes, performance metrics, and annual reports in accessible formats. Use plain language summaries so the public can clearly follow decisions and outcomes.

- Accountability must be more than a checkbox

Develop a dashboard of oversight metrics including complaints trends, use of force reports, training compliance, and policy update status. Review these quarterly in public meetings and track follow up actions.

- Community engagement is essential

Use structured feedback tools such as surveys, workshops, and town halls. Report back publicly on what you heard, what changes you are making, and why. Boards must own the conversation, not simply listen.

- Use the **New** Governance Insights Section

The OAPSB Governance Insights series has covered topics like public feedback, meeting cadence, and the oversight mindset. Share these insights at the board table and use them as prompts for discussion and reflection. [See Governance Insights](#)

What needs your focus right now

- Review your policy register against the Community Safety and Policing Act and the new Protect Ontario Through Safer Streets and Stronger Communities Act (Bill 10, 2025). Confirm that your policies are current.
- Request a report from your Chief summarizing public order deployments in 2024–25 and ensure your board policy reflects provincial standards and local risks.
- Ask how your service plans to comply with the twelve guardrails issued by Ontario's Information and Privacy Commissioner for Investigative Genetic Genealogy.
- Request a briefing on the Ontario Association of Chiefs of Police 2025 resolutions which touch on investigative standards, broadband access for policing, and resource supports. Confirm what these mean locally.



# OPP Detachment Boards

## High Expectations, Practical Steps

Detachment boards operate under unique circumstances. Many are still establishing themselves, often in municipalities that have never had a police board. Administrative support varies, and the new multi-municipality structure adds layers of complexity. Despite these realities, the expectations for governance and oversight are now clearer in legislation. The focus needs to be on steady progress and building confidence in the role.

- Budgeting for governance

Boards sometimes rely heavily on municipalities for funding, which can limit independence. As budget season approaches, it is worth developing a dedicated board budget that covers governance needs such as training, legal advice, communications, and secretariat support.

- Reflecting local priorities

Detachment boards are responsible for multiple communities, each with unique needs. Reviewing local Community Safety and Well-Being (CSWB) plans and aligning them with board discussions helps preserve those differences while still working within the larger detachment framework.

- Strengthening engagement and transparency

Public engagement is particularly important for detachment boards, given the complexity of serving several municipalities. Consider communication strategies that include plain-language reports, rotating town halls, or digital surveys to build visibility and trust.

- Laying governance foundations

Some boards are still in the early stages of establishing bylaws, codes of conduct, and terms of reference. Building these tools now provides clarity for members and consistency across meetings.

- Navigating structural questions

Boards may need to clarify their insurance coverage, reporting expectations, and responsibilities under the Inspectorate's risk-based compliance framework. These are areas where guidance continues to evolve, and where proactive planning can help avoid confusion later.

## What to focus on right now

- Begin preparing a board-specific budget for the upcoming municipal budget cycle.
- Review CSWB plans across your detachment and identify how they can inform local policing priorities.
- Develop a simple engagement plan to connect with residents in all municipalities within your detachment.
- Finalize foundational documents such as procedural bylaws and role descriptions.
- Seek clarity on insurance and reporting requirements to ensure compliance with the CSPA and Inspectorate expectations.

## Use the resources available

Boards do not need to tackle these challenges alone. The OAPSB's Governance Insights section provides practical ideas, tips, and real examples that apply to all board types. Discussion Groups offer a cost-effective way to connect with peers, share templates, and problem-solve common challenges. Together with training programs and board resources, these supports are designed to help boards meet their obligations even when financial resources are limited.

## A Distinct Path to Oversight and Community Safety

First Nations police boards carry a unique responsibility: to reflect Indigenous values while meeting oversight obligations under the Community Safety and Policing Act. Their approach emphasizes community legitimacy and reconciliation alongside regulatory compliance. This balance is essential for building trust and sustainable governance.

### Culturally rooted governance

Many First Nations boards place priority on healing, cultural safety, relational accountability, and restorative justice. Oversight is most effective when it respects tradition rather than applying a one-size-fits-all model.

### Tripartite and negotiated frameworks

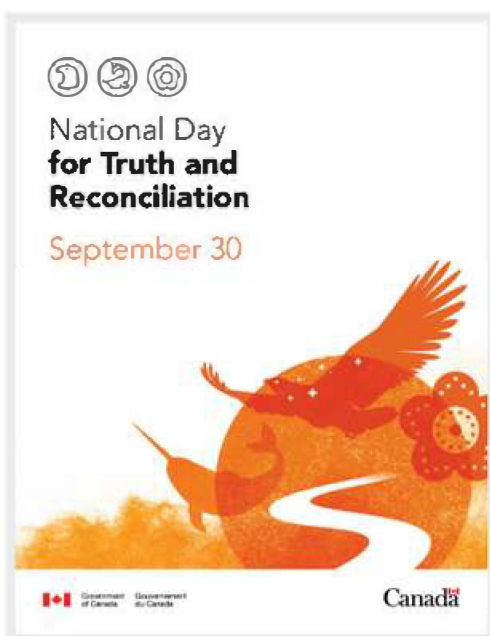
First Nations policing is shaped by agreements between federal, provincial, and First Nation governments. In Ontario, regulations under the CSPA define the policing area for a First Nation board, requiring careful coordination.

### Flexibility in oversight

Boards may adapt certain policies to fit community realities while still maintaining transparency and fairness. A practical, culturally respectful approach helps ensure both compliance and legitimacy.

### How OAPSB can help

Provide adaptable templates, policies, and oversight tools through the member portal.  
Facilitate peer-to-peer learning and discussion groups tailored to First Nations board members.  
Support orientation and training that blend statutory obligations with Indigenous perspectives on governance and community safety.



## National Day for Truth and Reconciliation

September 30 is Canada's National Day for Truth and Reconciliation. It is an opportunity to reflect on the legacy of residential schools, honour survivors, and commit to ongoing reconciliation efforts in our communities. Police boards, in particular, have a role to play in ensuring oversight practices respect Indigenous voices and values.

Access Government of Canada resources [here](#)



## Inspectorate of Policing Spotlight: What Boards Need to Know from the Inspector General of Policing's 2024 Annual Report

In July, I released my 2024 Annual Report that details the Inspectorate of Policing's (IoP) first year of operations under the Community Safety and Policing Act (CSPA). My report, *On the Road to Excellence: A Year of Progress and Purpose*, highlights how Ontario's policing system is performing and how police service boards play a critical role in shaping the future.

### **Building a Culture of Data-Informed Decision-Making**

One of the most significant developments highlighted in the report is the IoP's work to build a province-wide data and knowledge hub. This initiative is designed to support boards and police services in making more informed, evidence-based decisions when it comes to police governance and operations. Through tools like the Police Service Boards Information Form and the Policing Insight Statement, boards are invited to contribute data that reflects their local realities, challenges, and innovations.

This collaborative data effort is about creating a shared foundation for understanding what's working, where gaps exist, and how we can collectively improve. The IoP's approach emphasizes minimizing administrative burden while maximizing the value of insights. Boards that engage with these tools can expect to receive tailored feedback and interactive reports that help guide strategic planning, resource allocation, and performance evaluation. Over time, this shared data infrastructure will help build a clearer picture of policing across Ontario and support continuous improvement.

### **Navigating Oversight Through Partnership**

The IoP's Enhanced Monitoring Framework is another key development that reflects a shift toward collaborative oversight. Rather than a punitive model, the Framework is designed to identify emerging issues early and work with boards to address them constructively. When concerns arise—whether related to governance, compliance, or systemic challenges—the IoP engages directly with boards to clarify expectations, offer advisory support, and co-develop action plans.

This process is grounded in transparency, fairness, and mutual respect. Boards are not left to navigate challenges alone; instead, they are supported by Police Services Advisors who bring sector knowledge and a problem-solving mindset. The goal is to ensure that boards have the tools, information, and guidance they need to fulfill their responsibilities effectively and confidently. Enhanced monitoring is a pathway to improvement, and boards are key partners in that journey.

### **Sharing Innovation and Leading Practice**

Throughout my Annual Report, I highlight examples of innovation and leadership from police services and boards across Ontario. These stories—ranging from mental health response teams to youth engagement initiatives and diversity-focused recruitment strategies—demonstrate the policing sector's commitment to evolving and responding to community needs.

The IoP is working to create spaces where these practices can be shared, adapted, and scaled. In the Report, I detail future plans for an IoP Centre of Excellence, annual Inspector General Roundtables, and an IoP Advisory Collaborative, all designed to bring boards, chiefs, and oversight bodies together to exchange ideas, tackle common challenges, and improve performance across Ontario's policing sector. These initiatives reflect a belief that the best solutions often come from within the sector itself—and that by connecting people and ideas, we can raise the bar for everyone.

My 2024 Annual Report reinforces a powerful message that effective oversight builds public trust. Future annual reports will increasingly focus on the state of policing across the province—drawing on data, inspections, and sector-wide insights. With the right focus on transparency, accountability and collaboration, Ontario's policing system is well-positioned to meet the evolving needs of communities across the province.



## Your OAPSB website: the hub for governance

[Visit the Member Portal](#)

The OAPSB website remains your go-to source for policies, templates, training, and the Governance Insights series. Content is continuously being streamlined so you can find what you need quickly. Have a look at the news tab, the new Governance Insight tab and the reorganizing going on in member resources.

A new website is coming soon that will be:

- Simpler to use with clear navigation.
- Built for growth so new resources can be added easily.
- Connected so one login links the portal, the app, and future training tools.

Don't forget about our Mobile app!

The OAPSB app for Apple and Android gives you direct access to resources and updates wherever you are. It will continue to grow alongside the new website.

## Keep your board connected!

Some boards are still missing member contact details in Growthzone, the database we use for primary communication. To make sure all members have access to training, events, and resources, board contact details in the CRM should be reviewed regularly. Administrators play a key role in updating records, with chairs helping to ensure the process is complete.

## Events & Engagement

### Stay connected, stay informed

OAPSB provides members with a central hub for learning and engagement. Alongside OAPSB's own training sessions and peer discussions, we also share events and learning opportunities from our sector partners. Together, these touchpoints give members practical, affordable ways to strengthen governance. Register for events at <https://oapsb.ca/events/>

### Trauma Informed Policing Conference - **October 2 & 3**



**TRAUMA-INFORMED POLICING CONFERENCE**  
OCTOBER 2-3, 2025

**VOICES OF CHANGE**

Dr. Judy Carrington  
Chief, Training & Development

Kimberly Black  
Public Speaker & Advocate

Dr. Carmen CIB  
University of New Brunswick

**CONFERENCE FOCUS AREAS**  
SHAPING THE FUTURE OF POLICING

- ▶ **UNDERSTANDING TRAUMA & ITS IMPACT**  
Explore how trauma shapes thoughts, behaviours, and decision-making in policing.
- ▶ **THE 62 "W" FRAMEWORK**  
Learn how the 62 "W" model offers police services a roadmap for a trauma-informed organization.
- ▶ **CREATING TRAUMA-INFORMED CULTURE**  
Embed supportive practices and leadership strategies into every level of service.
- ▶ **STRENGTHENING OFFICER WELL-BEING**  
Equip members to manage trauma, professionally and personally.
- ▶ **AND MORE!**

**LOCATION**  
Liberty North  
200 Cedar Avenue, Unit 1  
Brampton, ON

**REGISTRATION**  
Early Bird: \$85  
Full: \$150 (Sept 2-3, 2025)  
Standard Rate: \$75  
After Sept 1, 2025, the standard registration fee will apply.

**SEATING**  
Limited

**ACCOMMODATIONS**  
Group Rate: \$102 per night  
at the Four Palms Hotel  
Shannonville, ON

**RESERVE NOW!**

### Critical Thinking in Police Governance — **October 6,**



**OAPSB VIRTUAL SESSION**  
**CRITICAL THINKING SKILLS**

Did you miss the Spring Conference & AGM?  
Did you not get a chance to attend the business session for Critical Thinking Skills?  
Did you attend but would like to review the session again?  
Then you're in luck!  
These sessions are FREE but registration is required.

Critical thinking in police governance - synchronous online offering

This session provides an opportunity to enhance personal and professional critical thinking skills to real-world problems, as well as specific police governance issues.

During the session your trainer, Linda Stoyles, will discuss strategies to foster critical thinking skills and engage the participants in self-reflection and metacognition activities that further develop one's ability to think critically. Practical application through the use of desktop scenarios/case studies based on realistic and relevant challenges to police governance bodies will be included.

**2 SESSIONS TO CHOOSE FROM:**  
**8 SEPTEMBER 2025 OR 6 OCTOBER, 2025**  
16:00 - 19:30

**FIND MORE INFORMATION AT**  
[WWW.OAPSB.CA](http://WWW.OAPSB.CA)

### Building Bridges at Blue - Evidence Based Policing Conference - **October 9 & 10 - Currently Sold Out**



# Events & Engagement

## Member Discussion Groups

Discussion Groups remain one of the most effective ways for boards to share challenges and find solutions together. Whether it's navigating the CSPA, preparing budgets, or improving community engagement, these sessions connect members with peers who face the same issues. These sessions are free with your membership but registration is required. Upcoming dates and registration are available through the Member Portal.



**DISCUSSION FORMAT**

**Updates**  
Any previous open follow-up items and answers.  
Updates from Ministry & IOP

**Best Practice Sharing**  
Share and learn from your peers.  
Ask questions that are top of mind for your board.

**Discussion Groups**  
The Ontario Association of Police Service Boards (OAPSB) invites you to participate in our enriching discussion groups. By engaging in meaningful conversations with fellow community members, experts, and stakeholders, you can exchange valuable ideas and knowledge, share your insights, and learn from others' experiences.

Staying informed is another significant benefit of joining our discussion groups. You'll be up-to-date with the latest developments, trends, and challenges in policing, gaining access to exclusive information and resources that can help you make informed decisions.

Not a member of the OAPSB? Contact us for more information.

**EVERY 3RD WEEK**  
**Monthly**  
12:00 PM

**TUESDAYS**  
**Admin & Municipal Staff**

**THURSDAYS**  
**Board Members**

<https://oapsb.ca/events/>  
training@oapsb.ca

Partner Webinar: GIS in Policing — **October 22**, hosted with Esri Canada.

## GIS: The Backbone of Modern Policing

Geographic Information Systems (GIS) are no longer “tech nice-to-haves”, they are the foundation of modern policing. By linking data to place and time, GIS helps police services move from reactive responses to proactive, intelligence-led strategies.

In this 90-minute session, Shaun Hildebrand from Esri Canada will demonstrate how GIS supports everything from resource deployment and offender management to court-ready evidence and community safety. Attendees will learn what it means for police boards tasked with oversight, accountability, and community safety.



**OAPSB**  
**EXPERT PARTNER SERIES**  
Presents.....

**esri Canada**

**esri Canada**  
JOIN  
Shaun Hildebrand  
Manager | Law Enforcement | Esri Canada Evidence Based Policing Solutions

**22 October 2025**  
**11:30 AM - 1:00 PM**  
**Virtual On-Line Event**

**REGISTER NOW**

- Learn how GIS powers proactive, data-driven policing
- See real Ontario examples, including the Firearm Ball Compliance Dashboard
- Discover how GIS supports board oversight and accountability
- Understand the role of GIS in Community Safety and Well-Being planning
- Gain governance questions to bring back to your next board meeting
- Relevant for municipal, OPP detachment, and First Nations boards alike

Fall Labour Conference — **November 25 & 26**, Toronto. Registration details available on the OAPSB website.



**SAVE THE DATE**

**2025**  
**OAPSB**  
**LABOUR CONFERENCE**  
**NOVEMBER 25 & 26**

**HILTON TORONTO AIRPORT HOTEL & SUITES**  
5875 Airport Rd, Mississauga, ON L4V 1N1



# Events & Engagement

## Reflections from the CAPG Conference



**Editorial By: Lisa Darling, M.O.M.**

Earlier this year, I was fortunate to sit on a panel at the CAPG Conference in Victoria, BC. The topic of this panel was Building and Maintaining Effective Relationships Between a Police Service Board and Chief.

This is an area I am very passionate about. We have all observed or been apart of unhealthy relationships between employers and employees and many of us have also experienced the productivity that results from a healthy positive relationship rooted in safety and belonging.

Although this topic is directed at a Municipal and First Nation Boards audience, the foundation of this message is important for all of us to remind ourselves of everyday.

“A team is not a group of people that work together. A team is a group of people that trust each other” – Simon Sinek  
Police Boards and Chiefs Must Build Trust, Not Walls

In Ontario, police boards hold a profound responsibility: ensuring adequate and effective policing for the communities they serve. Chiefs, in turn, develop and manage the operational plans that make this mandate possible, with frontline members carrying them out. It is a system that depends not on conflict, but on trust. Yet too often, we hear of adversarial relationships between boards and Chiefs; perceptions that boards care only about the numbers while Chiefs fight for resources. This perception is not only false; it is dangerous.

When boards and Chiefs approach each other as opponents, the entire policing ecosystem suffers. An adversarial approach stifles innovation, erodes transparency, and breeds irrational decision-making. Collaboration does not mean blurred lines or overreach; it means cultivating respect for distinct roles while working toward shared outcomes. It means taking the time to explain the “why” behind decisions, building trust step by step, and recognizing that leadership is, above all, a team sport.

Conflict is inevitable, but dysfunction is not. Most disputes arise from three things: a lack of transparency, a lack of inclusion, or a lack of communication. None of these are insurmountable. By creating space for open conversations, inviting perspectives, and ensuring expectations are clear, boards and Chiefs can transform disagreements into opportunities for growth.

The stakes are never higher than during crisis. In moments of tragedy, heightened public scrutiny, or media pressure, leaders must know they are not alone. A Chief who does not feel safe with their board—or vice versa—may operate out of fear and self-preservation rather than clarity and vision. This dynamic damages not just the individual, but the entire service. Boards must make clear, in words and in action, that they stand behind their Chiefs and their members. Public support reinforces internal strength; silence erodes it.

This extends to one of the most pressing but often overlooked responsibilities of governance: supporting the mental health of Chiefs and deputies. Police leaders shoulder extraordinary operational pressures, but it is the organizational pressures—the culture—that most often weigh heaviest. Loneliness, fear of judgment, and lack of support corrode mental well-being and decision-making. Boards must model openness, check in with leaders, and cultivate a culture where acknowledging vulnerability is recognized as strength. After all, if a Chief does not feel safe, how can they be expected to foster safety within their service?

Strategic planning and budgeting provide further opportunities for boards and Chiefs to lead together, not apart. Plans and budgets must not be treated as paper exercises; they are roadmaps that demand shared ownership, transparency, and courage. They require boards to understand the values driving their service, ensuring those values resonate with their own values and the expectations of their communities. Boards are required to make hard decisions. These decisions must be well informed and made with compassion and integrity.

Performance management, too, should never be punitive. Done well, it is a growth tool rooted in shared accountability. If outcomes fall short, boards must ask: where have we failed to provide support? Leadership is not about apportioning blame—it is about cultivating resilience and enabling constructive dialogue.

At the heart of all of this is one principle: safety. When boards and Chiefs work together with trust and respect, we not only fulfill our mandate but also model the culture of integrity, compassion, and resilience that our members and communities deserve.

It is time to move away from adversarial postures and toward collaborative, values-driven leadership. Because in the end, caring about what people care about is not weakness. It is strength. It is accountability. It is character.

# Training & Development

## Building Confidence and Capacity Through Learning



**Linda Skoyles, M.Ed.**  
**OAPSB Training Specialist/Curriculum**  
**Designer**

### The Exit Interview as a Resource for Recruitment

With so much focus on recruitment in policing, and rightfully so, do you know what metrics or information your board is using to build your recruitment strategies?

Recently I read a research article “Leaving the Table: Organisational (in)justice and the relationship with police officer retention”, (Tyson, J. & Charman, S., 2025). The researchers conducted interviews to gather information about the increasing incidence of “voluntary resignation” by police officers in England and Wales. A situation not uncommon to police organizations worldwide.

Three (3) main themes emerged as to why officers were leaving voluntarily: (1) Lack of voice; (2) Lack of recognition of skills and experience; (3) Barriers to career development and progression.

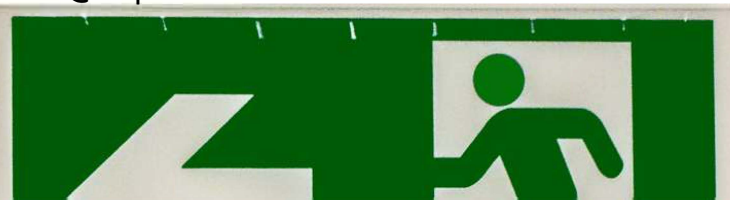
Although not the focus of the research paper, the authors did ask a relevant and critical question for police organizations and police governing bodies to consider. Are the information and feedback gathered from exit interviews considered when building recruitment and retention strategies. Understanding why people leave, is as valuable as asking them why they wanted to become a police officer in the first place.

In your governance role, consider asking these questions:

- Does your service have a standardized process for completing exit interviews?
- Is an exit interview offered? Who is responsible for facilitating or overseeing the interview?
- When offered, how many people accept the offer and participate in the exit interview? (this number can provide critical insight).
- Are the responses or the process documented, or simply engaged in as ‘casual’ conversation? If the process is not recorded or reviewed, why not? And finally,
- What valuable information might your service or detachment board be losing by not analyzing this information and including it in your recruitment strategy?

The value in learning why people leave is undeniable in its relevance to recruitment and retention. Reflect on the three (3) themes identified in this research when developing your recruitment strategy to build for the future retention of your valued members.

Share your feedback or topic suggestions with Linda at [linda@oapsb.ca](mailto:linda@oapsb.ca).



# Partner Perspective

## Insights from Experts across the Policing Sector

OAPSB is proud to collaborate with partners who share our commitment to strong, effective police governance. In this issue, we feature contributions from organizations across the policing landscape, each offering tools, ideas, or perspectives that boards can put into practice.

These perspectives are not endorsements. They are curated contributions that bring forward timely issues, research, and innovations. By engaging with our partners, members gain a broader view of the challenges and opportunities shaping policing in Ontario today.

Look for:

- Practical tools that support your board's oversight role
- Updates on sector trends, from technology to training
- Thought leadership that can inform your discussions at the board table

Partner submissions will continue to appear in future editions, giving members access to a wide range of expertise and resources.

In this issue we are pleased to share the following contributions from our partners, each selected for their relevance to board governance and oversight.

### GIS: The Backbone of Modern Policing



Geographic Information Systems (GIS) are transforming how police services operate. By connecting data to location, GIS empowers law enforcement to visualize crime patterns, predict incidents, and deploy resources proactively. This shift from reactive to data-driven policing enhances both public and officer safety.

GIS enables officers to respond to persistent community concerns—like drug activity or traffic violations—based on time, location, and complaint history. It also strengthens courtroom articulation by linking actions to documented data.

One of GIS's most powerful capabilities is real-time inter-agency data sharing. Tools like the Firearm Bail Compliance Dashboard, developed by Toronto, Durham and Ontario Provincial Police Services, track violent offenders across jurisdictions, aiding investigations and improving situational awareness. This initiative is expanding to all Ontario police services.

GIS also supports community well-being. Officers can locate nearby shelters or services and provide accurate referrals, improving outcomes for vulnerable individuals.

From offender management to missing persons, GIS integrates multiple datasets to deliver actionable intelligence. Officers receive real-time alerts and location-based insights, enhancing safety and effectiveness.

For Police Services Boards, GIS is a strategic investment—driving smarter decisions, better service delivery, and safer communities. It's not just a tool; it's the foundation of modern policing.



**Did you know** that OAPSB members now have exclusive access to the Medallion Group Home and Auto Insurance Program by McFarlan Rowlands. This program offers discounted rates, flexible payment options, and dedicated member support, extending valuable coverage to both sworn and civilian members.

- Do all employees/members qualify?

Yes. With a group program in place for your association, all sworn and civilian members are eligible.

- What are the discounts available?

As a broker, we represent multiple insurance company partners with varying group discount tiers ranging from -5% to -25%. The OAPSB program provides the same discount for members as our police association groups, across the province.

- Is this program only for homes and cars?

No. The program has products available for all your personal insurance needs including boats, cottages, snow machines, ATV's, motorcycles etc.

- Are there any additional benefits?

Yes. Unlike regular retail insurance policies, additional savings are available with no added 3% service fee for monthly payment plans. Also, unique add-on coverages are included, only in group programs.

- Are you a call centre and where are you located?

No, Medallion is not a call centre and will you speak directly with your dedicated Member Services Account Manager. Our head office is located in Kitchener, Ontario.

- How do I obtain a quote?

Simply contact us by phone, email or visit our website to speak with a Broker regarding your insurance needs.




## Driving change for women in policing

30Forward is a national movement, inspired by the U.S. 30x30 initiative, and tailored to the Canadian context. Its goal is clear: recruit, retain, and advance more women in policing while fostering an inclusive and supportive workplace culture.

Women remain underrepresented, especially in leadership roles, yet research shows that greater representation leads to stronger community engagement, higher public trust, and more effective policing. Persistent barriers such as recruitment challenges, workplace culture, work-life balance, and limited mentorship opportunities must be addressed.

30Forward focuses on five priorities:

- Recruitment and hiring
- Retention and family support
- Mentorship and leadership development
- Allyship and inclusive culture
- Building a national resource hub

The 30Forward Pledge launches at the CAN-SEBP Building Bridges Conference on October 9, 2025. It sets measurable commitments and accountability benchmarks to ensure equity and culture change across the policing profession.

**>30  
FORWARD**  
Shifting Culture, Inspiring Future Leaders

Learn more at [30Forward.ca](https://30Forward.ca)

## Understanding the Value of Policing: Insights for Police Governance



At the upcoming OAPSB Labour Conference, Malatest will present findings from a landmark study conducted with RCMP K Division on the value of policing. This research offers a comprehensive framework for assessing the social and economic impact of police services; a timely resource for Boards seeking to align investments with measurable outcomes.

In addition to this study, Malatest can share tools that support evidence-based oversight including:

- **Social Return on Investment (SROI):** Quantifies the impact of policing expenditures to support funding decisions and public accountability.
- **Time Use Studies:** Analyze how officers allocate their time, informing staffing models and contract negotiations.
- **Performance Measurement Frameworks:** Track operational effectiveness and guide service improvements.
- **Labour Market Research:** Identify recruitment challenges and training gaps to support workforce planning.
- **Additional Services:** Including employee engagement, evaluations, and tailored data collection to meet governance needs.

We are looking forward to answering your questions at the conference and through the OAPSB regular webinar series.

## Technology, Responsibility and the Role of Police Governance

Police Service Boards are increasingly called upon to evaluate technology investments through the lens of accountability, equity and long-term value. Axon's 2025 Responsibility Report outlines a framework that emphasizes innovation, sustainability and public trust. These principles align with the governance priorities of Boards across Ontario.

As Axon begins a relationship with the OAPSB, Boards will gain access to insights that strengthen oversight and strategic decision-making.

We see real value in creating opportunities for boards to be part of the conversation on emerging public safety technologies. Discussions are underway with Axon to explore a possible series of sessions that would allow members to share perspectives and learn from experts. While these plans are not yet finalized, we encourage you to watch for updates in upcoming communications. In the meantime, please feel free to read Axon's 2025 Responsibility Report



## How to Fix Your Recruiting Funnel to Attract Fewer (But Better) Applicants



### Recruitment: Why Quality Matters More Than Quantity

It is easy to recruit online with a plan that brings in hundreds of applicants. Many organizations take a “spray and pray” approach — blasting ads everywhere and hoping something sticks. But what is far more difficult, and far more valuable, is attracting fewer applicants who are truly qualified.

First responder roles require people who are not only skilled but also deeply committed to serving their communities. Too often, organizations are faced with an influx of applications from individuals who do not even meet the basic requirements. HR teams spend hours sifting through resumes, many of which are submitted by bots, auto-apppliers, or candidates who simply do not qualify. This wastes time and buries strong applicants under a pile of maybes.

AI-polished resumes add another layer of complexity, making it harder to distinguish between those with genuine skills and those who simply know how to copy and paste.

High application numbers might look impressive on paper, but volume does not equal quality. The real value lies in identifying qualified candidates early in the process. This saves time, preserves resources, and ensures that the right people rise to the top of the list.

Read more about this in Responder Recruitment’s latest blog [How to Fix Your Recruiting Funnel to Attract Fewer \(But Better\) Applicants](#)

## Tools and Resources

### Your OAPSB website: the hub for governance

The OAPSB website remains your go-to source for policies, templates, training, and the Governance Insights series. Content is continuously being streamlined so you can find what you need quickly. Have a look at the news tab, the new **Governance Insight** tab and the reorganizing going on in member resources.

A new website is coming soon that will be:

- Simpler to use with clear navigation.
- Built for growth so new resources can be added easily.
- Connected so one login links the portal, the app, and future training tools.

[Visit the Member Portal](#)

Don’t forget about our Mobile app!

The OAPSB app for Apple and Android gives you direct access to resources and updates wherever you are. It will continue to grow alongside the new website.

### Keep your board connected!

Some boards are still missing member contact details in Growthzone, the database we use for primary communication. To make sure all members have access to training, events, and resources, board contact details in the CRM should be reviewed regularly. Administrators play a key role in updating records, with chairs helping to ensure the process is complete.



# Connect & Learn More

## Final Thoughts

As the year winds down, boards across Ontario are preparing for their final meetings, often the catch all for everything that should be wrapped up before January. This is the perfect time to pause, reflect, and look ahead.

Take stock of the past year. What worked well? Where were the challenges? What lessons can you carry forward? Then think about where your board wants to be next year. Setting a clear vision now will help guide your planning and budgeting conversations in the months ahead.

Membership renewals are on the way, and with them comes another year of learning, engagement, and support. Beyond scheduled events, zone meetings, and board sessions, members can reach out at any time for help with policy updates, governance challenges, or training opportunities. Think of it as your bat signal for governance support. If your board is stuck or needs direction, OAPSB is here.

The year ahead will bring new resources, expanded training, and more opportunities to collaborate. Stay in touch, keep asking questions, and use your membership to its fullest. The stronger our connections, the stronger our governance will be.

### Connect with OAPSB

As boards prepare for their final meetings of the year, this checklist can help ensure nothing is left behind. It is designed for all board types, with a few notes where Municipal Police Service Boards, OPP Detachment Boards, or First Nations Boards may have additional responsibilities.



1. Got and Idea for a topic?
2. Want to feature your board in upcoming newsletters?
3. Can't find what you're looking for?
4. Have you checked our new Governance Insights Blog?

email [communications@oapsb.ca](mailto:communications@oapsb.ca)

## Year End Governance Checklist: Core activities for every board

- Review progress against your 2025 priorities and identify lessons learned
- Confirm compliance with the Community Safety and Policing Act and any local regulations
- Ensure board member contact information is current in the OAPSB membership system so everyone receives important communications
- Review and approve a governance budget that includes training, community engagement, and administrative support
- Confirm all board policies are up to date and posted in formats that are accessible to the public
- Prepare notes and summaries for the annual report (June 30) and confirm timelines for submission to municipal partners or community stakeholders

### Community Safety and Well-Being Planning

- Review local Community Safety and Well-Being (CSWB) plans and confirm how board priorities align
- For OPP Detachment Boards, make sure local action plans from each municipality are reflected in detachment priorities
- For First Nations Boards, confirm that governance practices respect community values and cultural safety commitments

### Public engagement and accountability

- Confirm that a communication strategy is in place to report back to your community
- Plan at least one structured opportunity for public feedback in the year ahead
- Ensure your board's meeting schedule and minutes are posted on your board website, and build a plan to continue to improve the site.

### Looking ahead

- Set a preliminary vision for 2026 priorities to guide planning and budgeting
- Identify training and development needs for board members and administrators
- Prepare questions or topics for your zone meeting that will support board growth and effectiveness

---

**From:** OAPSB Training and Communications Team <communications@oapsb.ca>  
**Sent:** October 10, 2025 12:01 AM  
**To:** Erika Kromm  
**Subject:** OAPSB October Update: Events, Learning, and Member Connections

## **OAPSB October Update – Strengthening Police Governance Across Ontario**

Since our September newsletter, we have seen an incredible amount of engagement and collaboration across the province. Thank you for being part of that momentum. This month's update highlights the next opportunities to learn, connect, and strengthen board performance through shared knowledge and practical resources.

---

### **Upcoming Event – GIS Information Session, October 22**

Join us for a virtual information session that explores how Geographic Information Systems (GIS) can support evidence-based decision making and enhance board oversight. The session will feature real examples of how data visualization can support community safety planning and governance discussions. Registration details will be shared shortly. Register [Here](#)

Thanks to everyone who signed up for **Critical Thinking in Police Governance**. This session is for those who were not able to attend at the AGM and Spring Conference. Our last session is **November 3** and you can register [here](#).

Don't forget about our upcoming **Labour Conference** for Municipal Police Boards happening **November 25 & 26**. You can get more information [here](#).

---

### **[Governance Insights](#)**

The Governance Insights section of our website is designed to help boards diagnose challenges and strengthen performance in key areas of oversight and accountability. Each feature offers practical, easy-to-use guidance on emerging governance topics such as board readiness, ethical culture, transparency, risk management, and succession planning.

Every article is created to be relevant and timely, helping boards turn insight into action. Whether you are onboarding new members, reviewing policy, or addressing complex issues, these resources are built to support confident, informed decision making.

Visit the Governance Insights section on our website to explore what is available and share the content with your board colleagues.

---

### Member [Discussion Groups](#)

We continue offering our informal discussion groups to connect members who want to exchange ideas and strengthen their governance skills. These sessions will be short, focused, and built around shared learning. If your board members, administrators or municipal partners would like to participate, sessions are offered monthly and are free with your membership, although registration is required. Upcoming sessions for October are 14th and 16th.

---

### Member Resources and Support

Your OAPSB membership provides access to training modules, policy templates, and the expanding resources posted on our website. It really is your best resource! All materials are available in the Members' Portal to help boards prepare for upcoming legislative changes, strengthen board operations, and support continuous learning.

If you have questions or want to connect with us directly:

For training and capacity-building support, contact **[training@oapsb.ca](mailto:training@oapsb.ca)**

For membership or portal access, contact **[oapsb@oapsb.ca](mailto:oapsb@oapsb.ca)**

For policy or governance inquiries, contact **[communications@oapsb.ca](mailto:communications@oapsb.ca)**

---

Thank you for being part of Ontario's police governance network. Together, we are building stronger, more informed, and more resilient boards across the province.

This email was sent on behalf of Ontario Association of Police Services Boards located at PO Box 43058, London RPO Highland, ON N6J 0A7. [To unsubscribe click here](#). If you have questions or comments concerning this email contact Ontario Association of Police Services Boards at [oapsb@oapsb.ca](mailto:oapsb@oapsb.ca).