



**LAKE NOSBONSING OPP DETACHMENT BOARD  
REGULAR MEETING  
AGENDA**

**November 27<sup>th</sup>, 2025, 5:00 pm  
East Ferris Municipal Office**

- 1. Call to Order**
- 2. Adoption of Agenda**
- 3. Accepting the Minutes of the Previous Meeting(s):**
  - a. Minutes of May 22<sup>nd</sup>, 2025 (Attachment)
- 4. Business Arising from the Minutes:**
  - a. Quick Facts Flyer for Residents (Attachment)
- 5. Declarations of Conflict of Interest**
- 6. Chair's Comments**
- 7. Delegations:**

None for this session
- 8. Correspondence and Information Items:**
  - a. Board Insurance – Annual Renewal (Attachment)
  - b. Quarterly Newsletters – OAPSB – June & September (Attachment)
  - c. Office of the Solicitor General – Cost Recovery Model (Attachment)
  - d. OPP North Bay Detachment & North Bay Police – CamSafe (Attachment)
  - e. OPP North Bay Detachment 2024 Annual Report (Attachment)
  - f. OPP Quarterly Report
- 9. Action Items:**
  - a. Public Education Opportunities – Discussion
  - b. 2026 Budget (Attachment)
  - c. Challenge Coin (Attachment)
- 10. Other Business**
  - a. Detachment Commander Performance Review - Discussion



**11. In Camera**

- a. The Board will proceed to In-Camera Session under section 44 (2) (b) of the CSPA regarding personal matters about an identifiable individual, including members of the police service or any other employees of the board.

**12. Adjournment**



**MINUTES OF THE LAKE NOSBONSING OPP DETACHMENT BOARD MEETING**  
**Township of Bonfield – Township of Chisholm – Municipality of East Ferris**

Wednesday, May 22<sup>nd</sup>, 2025, at 5:00 p.m.  
East Ferris Municipal Office, 25 Taillefer Road, Corbeil

**PRESENT:** Narry Paquette, Township of Bonfield Council Representative (Chair)  
Gail Degagne, Township of Chisholm Council Representative (Vice-Chair)  
Marc Vaillancourt, Township of Bonfield Community Representative  
Brian Linn, Jointly Appointed Community Representative  
Kathleen Jodouin, Township of Chisholm Community Representative  
Kirk Kelusky, Municipality of East Ferris Community Representative (Zoom)  
Kim Rose, Secretary-Treasurer

**OTHERS:** Staff Sergeant Andrew Kreamer, OPP

**EXCUSED ABSENT: None**

**1. Call to Order**

The meeting was called to order at 5:00 p.m.

**2. Adoption of Agenda**

Motion No. 2025-13

Moved by Kathleen Jodouin

Seconded by Gail Degagne

THAT the draft agenda presented to the Board and dated May 22<sup>nd</sup>, 2025 be adopted as circulated.

CARRIED

**3. Accepting the Minutes of the Previous Meeting(s):**

a) Minutes of January 29<sup>th</sup>, 2025

Motion No. 2025-14

Moved by Brian Linn

Seconded by Gail Degagne

THAT the Minutes of the OPP Detachment Board meeting held January 29<sup>th</sup>, 2025 be adopted as circulated.

CARRIED



#### **4. Business Arising from the Minutes**

None for this session.

#### **5. Declarations of Conflict of Interest**

None for this session.

#### **6. Chair's Comments:**

Narry Paquette congratulated Pauline Rochefort in her new role as Member of Parliament and welcomed incoming Mayor Rick Champagne.

#### **7. Delegations:**

None for this session.

#### **8. Correspondence and Information Items:**

##### **a. RIDE Grant Update**

##### **b. Canadian Anti-Fraud Centre Presentation Debrief**

Board Member Brian Linn provided a debrief of the Canadian Anti-Fraud Presentation that was facilitated by Stephanie Senecal on March 20<sup>th</sup>, 2025 at the East Ferris Community Centre. Mr. Linn noted that attendance was good, considering the weather, and there was good interaction from participants. The Board agreed that they will continue to support educational seminars such as this one.

##### **c. 2025 OAPSB Conference**

The Board noted that the Annual OAPSB Conference is coming up. Secretary-Treasurer Kim Rose will forward accommodation confirmation to the attending members.

##### **d. Lake Nosbonsing Detachment Board Official Logo and SOP**

The Board was provided with the new Detachment Board Logo and Standard Operating Procedures for the use of the logo.

##### **e. OPP Quarterly Report**

Staff Sergeant Kraemer reviewed the Quarterly Report with the Board and provided the Board with individual member municipality reports.





## **9. Action Items:**

### **a. Information for Residents**

The Secretary-Treasurer will draft an informational flyer with key facts and general information regarding the Lake Nosbonsing Detachment Board. This flyer will be brought forward to the next meeting of the Board for approval.

### **b. Draft Detachment Board Report to Municipal Councils**

Secretary-Treasurer, Kim Rose presented a draft report. The draft will be amended to include OPP Detachment campaigns that are supported by the Board. Upon receiving additional information from the Detachment Commander, this report will be forwarded to all members and their respective municipal Councils.

Motion No. 2025-15

Moved by Gail Degagne

Seconded by Kathleen Jodouin

WHEREAS Section 41 (1) of the Community Safety and Policing Act (CSPA), 2019 states: “On or before June 30 in each year, the police service board shall file an annual report with its municipality or band council regarding,

(a) the implementation of the board’s strategic plan and the achievement of the performance objectives identified in the strategic plan;

(b) the affairs of the police service;

(c) the provision of policing as it relates to any community safety and well-being plans adopted by the municipalities or First Nations that are in the board’s area of policing responsibility; and

(d) any other prescribed matters”.

AND WHEREAS The CSPA report to council is a key accountability mechanism, ensuring transparency and providing the public with information on how police services are operating and contributing to community safety and well-being.

BE IT HEREBY RESOLVED THAT Report No. LNOPPDB-2025-01 be adopted as amended, and forwarded to the Councils of each member Municipality for their information upon finalization.

CARRIED

## **10. Other Business**

a) Member Marc Vaillancourt provided an update on the recent Zone 1a meeting.



- b) The Board discussed participating in local events such as the Annual East Ferris Tradeshow and the Annual Chisholm Corn Roast and Horseshoe Tournament. The Board will further discuss public education opportunities at the September meeting.

#### **11. In-Camera (if required)**

None for this session.

#### **12. Adjournment**

Motion No. 2025-16

Moved by Kirk Kelusky

Seconded by Marc Vaillancourt

THAT we do now adjourn at 6:15 p.m. and meeting again on September 25<sup>th</sup>, 2025.

CARRIED

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Chair  
Narry Paquette

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Secretary-Treasurer  
Kim Rose

# Meet your OPP Detachment Board!

## Who are we?

The Lake Nosbonsing OPP Detachment Board consists of Council and community representation from the Municipalities of Bonfield, Chisholm and East Ferris. We work together, in conjunction with the OPP, to keep our communities safe.

- Quarterly Meetings
- Property-Count Based Financials
- Review Local Crime Trends
- Host Community Events
- Public Education
- Community Safety & Well-Being

## Community Initiatives

The Lake Nosbonsing OPP Detachment Board works collaboratively with the North Bay Detachment to develop and execute initiatives which address local issues such as speeding, impaired driving, distracted driving and not wearing a seatbelt. The Board has planned, and is continuing to plan educational initiatives such as:

- Canadian Anti-Fraud Sessions
- Meet & Greet Sessions with the OPP
- Attendance & Giveaways at Local Events



**LAKE NOSBONSING OPP DETACHMENT BOARD**  
**CONSEIL DU DÉTACHEMENT DE LAKE NOSBONSING**  
**DE LA POLICE PROVINCIALE**

**NORTH BAY OPP DETACHMENT**  
**DÉTACHEMENT DE NORTH BAY DE LA POLICE PROVINCIALE**





**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)**

# QUARTERLY NEWSLETTER

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



April – June 2025

## Top Features

Message from Chair

Message from Executive Director

Open Surveys – Have your say!

Conference Summary

Municipal Board Updates

OPP Detachment Board Updates

Message from the IoP

News from our Partners

Training Update



## Message from the Chair

I am honoured to serve as Chair of the OAPSB at this pivotal moment in community safety and police governance across Ontario.

Over the years, I have witnessed the critical role police service boards play, not just in oversight, but in building public trust, ensuring transparency, and helping shape the direction of policing in our communities. As Chair, I am committed to strengthening the voice and capacity of boards province-wide, recognizing that strong, well-supported boards are essential to safe, effective, and accountable policing.

The road ahead presents both opportunities and challenges. The implementation of the Community Safety and Policing Act marks a new era in police oversight, one that calls for clarity, consistency, and collaboration. Our Association will be a strong partner to members as we navigate this transition, ensuring boards are equipped with the tools, training, and advocacy they need to lead effectively.

My vision for the OAPSB is rooted in three priorities: empowering boards through practical education and support; strengthening our collective influence with government and stakeholders; and promoting excellence in governance through shared learning and innovation. Whether through improved board practices, a stronger collective voice, or community engagement, we must lead with integrity and a shared commitment to community safety and public confidence.

To our members: thank you for your service. I look forward to working together to build a stronger, united voice for police governance in Ontario.

Sincerely,

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







# Message from the Executive Director

## Building Momentum Through Member Voice and Connection

As we move into summer, I want to thank everyone who joined us for our Spring Conference and Annual General Meeting. The energy, insight, and shared commitment from across our member boards were powerful reminders of why this work matters — and how important it is that we stay connected and aligned.

We are hearing clearly from you — our members — that your time, service, and lived experience at the governance table deserve both recognition and support. That's why we're moving forward with surveys to better understand and benchmark remuneration practices for Police Services Board and OPP Detachment Board members. Your feedback will directly shape our future advocacy and guidance.

At the same time, we're launching more focused member events and webinars to dive deeper into priority topics like onboarding, governance challenges, and adapting to the evolving policing landscape. These sessions have been thoughtful, practical, and grounded in the real experiences of our members — whether serving on Municipal boards, First Nations boards, or new OPP Detachment boards.

As always, we invite you to explore the updated resources available in the Member Portal at [oapsb.ca](https://oapsb.ca), including recent templates, guides, and supports.

Thank you for your continued leadership. Your collective voice is helping strengthen oversight, accountability, and safety across Ontario.



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

## Board Spotlight

Does your board want to be featured in an upcoming Newsletter?

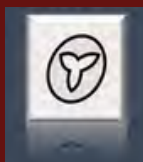
In coming editions of this newsletter, we will be featuring a Member Board!

contact:  
[media@oapsb.ca](mailto:media@oapsb.ca)

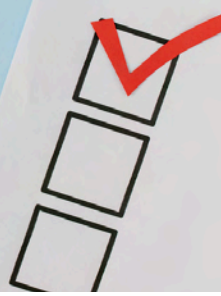
Website:  
<https://oapsb.ca/>

## Follow & Connect

Look for Our App available for iPhone and Android



# Open Surveys – Your Voice Matters



## Action Required: Urgent Survey on Bargaining Responsibilities (Municipal Boards Only)

We are distributing a high-priority survey specifically for Municipal Police Services Boards. This one has a **short turnaround**, so we ask for your prompt attention.

Deadline: **Thursday, July 11, 2025**

Goal: One survey per board — and if your board has an administrator, we encourage them to complete it too, using the separate link.

**Why it matters:** The more responses we receive, the stronger and more representative our data will be. This will directly inform next steps for supporting boards in their bargaining responsibilities.

Complete the Surveys Here:

- [Board Member Survey](#)
- [Executive Director and Board Staff Survey](#)

This summer, OAPSB is launching two province-wide surveys to gather crucial data on how Police Services Board and OPP Detachment Board members are being compensated for their time, responsibility, and service.

Watch your inbox later this month for your personalized survey link for the **Remuneration Surveys** which will be open until the 18 of August, 2025.

And thank you in advance for helping shape the future of board governance in Ontario.

If you have questions or would like more information, please visit the Member Portal or email us at [training@oapsb.ca](mailto:training@oapsb.ca).

**Want to contribute to our next newsletter, or have a topic you're interested in?**

[media@oapsb.ca](mailto:media@oapsb.ca)

## 2025 Spring Conference & AGM Recap

### Stronger Together: Highlights from the 2025 Spring Conference & AGM

This year's Spring Conference and Annual General Meeting brought together OAPSB members from across Ontario for a powerful few days of learning, connecting, and planning for the road ahead. Held in London, ON, the event drew strong participation from Municipal, First Nations, and OPP Detachment Boards; each bringing unique insights to the table.

Among the most well-received elements of the conference were the breakout sessions, which provided hands-on, facilitated discussions on practical governance issues. Topics like Critical Thinking for Police Governance to Rules of Engagement for Boards, these sessions gave members the chance to learn about best practices in a more focused, interactive format aimed at enhancing their skills and confidence. Feedback from our post-conference survey confirmed what we hoped: this was just the kind of practical support members are looking for.

These breakout learning sessions were only the beginning — a formal training and learning program is in development and will launch later this year, with modules inspired directly by member feedback and breakout session themes.

During the AGM, members also:

- Elected a new Board of Directors, now posted on our [website](#)
- Approved key governance updates and financials
- Endorsed continued work in strengthening remuneration practices and system-level collaboration

Thank you to everyone who made the 2025 Conference a success — your participation fuels the momentum we're building together. Stay tuned for more information on the upcoming Fall Webinar Series, training modules, and opportunities to participate.

If you could not join us for the conference, the conference presentations can be found via the member's portal on the website!

# Updates for Boards

## Municipal Police Service Boards: Key Updates for Compliance and Best Practices

The **Office of the Information and Privacy Commissioner of Ontario** has released a groundbreaking framework for the use of Investigative Genetic Genealogy (IGG) by police services—a first in Canada. This guidance is a vital step toward ensuring that emerging technologies are deployed responsibly, ethically, and with public trust at the forefront.

As leaders in police governance, we recognize the immense potential of IGG to solve cold cases and deliver justice. But we also carry the responsibility to ensure that its use aligns with principles of accountability, necessity, and proportionality. The IPC's twelve guardrails—ranging from lawful authority to public consultation—offer a roadmap for oversight bodies to support innovation while safeguarding privacy and human rights.

In light of the new guidance from the Information and Privacy Commissioner of Ontario on Investigative Genetic Genealogy (IGG), Boards should be leaning into their oversight role by asking thoughtful, forward-looking questions like:

### Governance & Legal Authority

- Has our police service established clear policies and procedures for the use of IGG?
- Under what legal authority is IGG being used, and how is that authority documented and reviewed?

### Privacy & Risk Mitigation

- What safeguards are in place to ensure compliance with privacy laws and the IPC's twelve guardrails?
- How is the service minimizing the collection, use, and retention of genetic data?

### Public Trust & Transparency

- Has the service engaged in public consultation or community dialogue about the use of IGG?
- What steps are being taken to ensure transparency and accountability in IGG investigations?

### Procurement & Partnerships

- Are third-party vendors involved in IGG investigations? If so, how are they being vetted and monitored?
- What contractual or oversight mechanisms are in place to ensure ethical and secure handling of data?

### Oversight & Evaluation

- How is the effectiveness and proportionality of IGG being evaluated?
- What role does the Board play in reviewing or approving the use of IGG in specific cases?

These questions can help Boards ensure that the use of IGG aligns with principles of necessity, proportionality, and public accountability—especially in the absence of a clear legislative framework. We have information posted on our member's portal resources page to help.

For Information on the Twelve Guardrails visit the Information and Privacy Commissioner website [here](#)

## OPP Detachment Boards: Key Updates for Compliance and Best Practices

OPP Detachment Boards continue to develop toward compliance to the CSPA. Don't forget about the number of resources that can be found on the website to help support your board and administrators. The website is a valuable tool!

Recently we've added:

- A Start-Up Checklist for boards that are still forming and getting started
- The Annual Report - A summary of what boards can use for their portion of the report, some guidance on delivery and a framework for the report.
- Information on Detachment Commander Performance Reviews
- Information on Detachment Commander selection.

*Coming this Summer, we will be launching our Administrative Handbook for Boards. Wait for announcements soon!*

*Can't find something you need or are looking for? Contact us anytime for help & support!*

*contact the OAPSB Team at [training@oapsb.ca](mailto:training@oapsb.ca)*

*Our member's portal continues to evolve and grow. There are lots of tips and tools to help boards with their activities.*





## **Inspectorate of Policing Spotlight – What My Inaugural Report Means for Police Service Boards in Ontario**

On May 26, 2025, I released my first Spotlight Report: Policing of Protests and Major Events: Public Order Maintenance in Ontario. The report provides insights and recommendations to support police service boards in their governance role. It highlights a 184 per cent increase in Public Order Units between 2018-2022, reflecting growing demands on police services and emphasizing the need for strong oversight, adequate resources, and officer wellness.

Overall, I concluded that the state of policing in Ontario is strong. The legal and governance infrastructure that should surround POU and their operational work is, generally, in place in the form of police service board policy and governance. However, there are also signs that the system is becoming stretched due to demand and complexity and this trend is increasing.

In preparing the report, we incorporated feedback from the Ontario Association of Police Service Boards (OAPSB) to help ensure board perspectives were reflected. I appreciate their input as we work to strengthen policing standards across the province.

As leaders responsible for police governance across Ontario, you represent your communities' voices and translate their values into the strategic direction that shapes policing services. This report highlights the growing challenges police services face when maintaining public order during protests and large-scale events – challenges I know you must actively engage with to ensure policing remains effective, accountable, and community-focused.

### **My Recommendations for Police Service Boards**

I recommend Police Service Boards do the following to ensure your service is ready for major public events or protests in your community:

#### **1. Review and Update Policies**

I recommend that you review and update your public order maintenance policies to fully align with the Community Safety and Policing Act (CSPA) and Ontario Regulation 392/23. Your policies should clearly address all procedural areas where the Chief must establish guidelines for maintaining public peace. Additionally, I encourage you to maintain ongoing communication with your Chief, including receiving:

- Annual summaries of POU deployments (internal and external).
- Trend analysis of public order policing to help inform your strategic oversight.

#### **2. Ensure Your Service Has Valid POU Support Agreements**

If your police service does not have its own POU, you must verify that valid support agreements are in place as required by Section 14 of the CSPA. I urge you to collaborate with your police service and any supporting services to establish deployment timelines that reflect local public safety risks and resource capacities.

#### **3. Oversee Procedure Reviews and Updates**

Chiefs should regularly review and update public order maintenance procedures, and you should expect this as part of your governance role. These procedures must:

- Align with the CSPA and accurately represent how your service maintains public peace.
- Define clear criteria for POU deployment for both planned and unplanned incidents, including the authorization process and operational responsibilities.
- Include mandatory debriefings after every POU deployment, as required under Ontario Regulation 392/23.

#### **4. Support Public Order Manual Maintenance**

For police services with POU, I recommend that Chiefs maintain a comprehensive public order manual tailored to the service's needs and ensure it is available to all POU members. Supporting consistent training through provincial initiatives like the Ontario Police College is also essential.

By acting on these recommendations, you will help strengthen public trust, improve officer well-being, and ensure Ontario's police services are prepared to maintain public order effectively and respectfully in your communities.

# Member Engagement – Discussion Groups in Action

## Driving Real Conversations

At the heart of effective police governance is the ability to learn from one another – and that’s exactly what our OAPSB Discussion Groups are designed to support.

These small, focused working groups are bringing together members from across the province to dig into the real-world issues boards are facing today. Whether you serve on a Municipal Board, a First Nations Board, or an OPP Detachment Board, these sessions are creating space for collaboration, innovation, and peer-based problem solving.

So far, participants have explored:

- Transitioning to the CSPA in a range of topics, areas and policy development
- Navigating dual accountabilities and community expectations
- Role clarity for effective communication with the media and your community
- Balancing transparency with governance limitations
- Preparing for Budgets, Annual Reports and so on...
- Developing information for your website



What we’re hearing is clear: these aren’t just helpful – they’re essential. The conversations are practical, confidential, and grounded in lived experience. Participants have walked away with sample templates, new contacts, and fresh ideas to bring back to their own boards.

As we continue to expand this initiative, we invite all members to get involved. Whether you’re looking to share your own lessons or simply want to listen and learn, there’s a place for you at the table.

Upcoming session dates and sign-up links are available on the OAPSB Member Portal. These sessions are free but registration is required.

## From Insight to Oversight: OAPSB’s New Expert Webinar Series

The Ontario Association of Police Services Boards (OAPSB) is launching a powerful new webinar series connecting Ontario’s police boards with expert-level knowledge traditionally reserved for direct police service stakeholders. This initiative is designed to strengthen governance, enrich decision-making, and enhance board leadership at every level.

Each month, the series will spotlight a theme vital to effective oversight and public safety. Sessions will deliver practical, actionable guidance that boards can use to gain a deeper understanding in their role of Governance. Whether you're newly appointed or a seasoned board member, this series is your invitation to learn, reflect, and lead more effectively. Stay tuned for registration details. Insightful conversations and invaluable tools await.

Each month, the series will spotlight a theme vital to effective oversight and public safety. Sessions will deliver practical, actionable guidance across key areas such as:

- Technology in Modern Policing
  - Data Intelligence and Geospatial Strategy (GIS)
  - Human Resources and Culture Building
  - Leadership and Succession Planning
  - Cybersecurity and Digital Threats
  - Diversity, Equity, and Inclusion
  - Budgeting and Fiscal Oversight
  - Crisis Communication and Media Relations
  - Community Engagement & Public Accountability
  - Intergovernmental Roles and Collaboration
  - Community Partner Overviews
  - Innovations in Mental Health Response
  - Strategic Planning for Police Boards
- .....and much more.....

# Training & Development Update

## Building Confidence and Capacity Through Learning



From foundational skills to strategic strategy, the 2025 Spring Conference reinforced OAPSB's commitment to providing evidence-based, practical training tailored to the evolving needs of Police Services Board and Detachment Board members across Ontario.

"I want to take this opportunity to thank the incredible team of facilitators I had the pleasure of working alongside in preparing and delivering our Spring Conference sessions," shares Linda Skoyles, OAPSB Training Specialist.

"Clemencia Bonsma, Natalie Champagne, Jen Naklie and Christine Weston – your dedication in developing and delivering the Critical Thinking and Assessment & Evaluation Tools workshops was outstanding. The feedback we've received from participants speaks to the clarity, relevance, and thoughtfulness of your approach."

Conference attendees also benefitted from a wide range of expert-led sessions, including:

- Public Speaking and Managing the Media, facilitated by Cherri Greeno, Director of Corporate Affairs, Waterloo Regional Police Service, and Dr. Jose Luis (Joe) Couto, Director of Public Relations and Communications, Ontario Association of Chiefs of Police
- Rules of Engagement for Police Governance, led by Diane Smithson, CAO of Carleton Place, ON, and Anitra Basant Sisavang, Executive Director, York Regional Police Services Board
- A pre-conference session on OPP Detachment Board Development, co-led by Jennifer Catterall, Strategic Business Planner, OPP Strategic Planning and Analysis Bureau, and Lisa Darling, Executive Director, OAPSB
- Recruiting an Effective Leader, co-facilitated by Lisa Darling and Bill Hagborg, Board Member, North Bay Police Services Board and OAPSB Director

The Introduction to Police Culture session, facilitated by Linda, sparked significant interest and robust dialogue – so much so that an expanded series will be launched later this year to continue exploring the values, norms, and structural dynamics of policing culture.

"We're listening," Linda adds. "These workshops were just the beginning. Please continue to share your training needs and ideas – they directly shape how we serve you."

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



**Upcoming Events**  
check [www.oapsb.ca/events](http://www.oapsb.ca/events)



# QUARTERLY NEWSLETTER

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



July – September 2025

## Top Features

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## 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



# Message from the Executive Director

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.

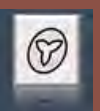


Lisa Darling, M.O.M.  
Executive Director,  
Ontario Association of Police Service Boards

Website: <https://oapsb.ca/>

**Follow Along & Connect**

Look for Our App available for iPhone and Android



# 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.

# First Nations Police Boards

## 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

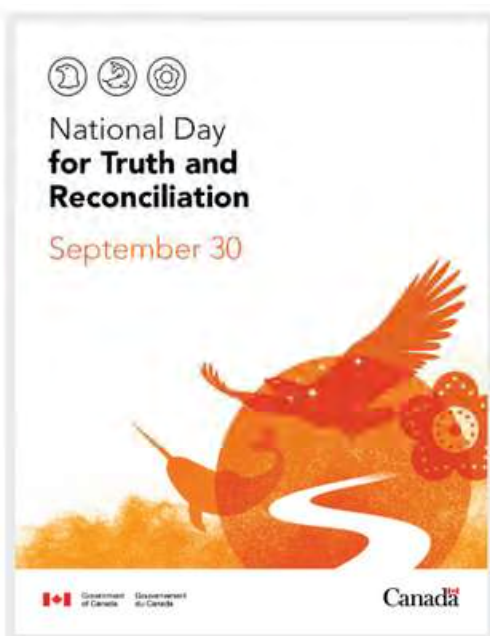
First Nations policing is shaped by agreements between federal, provincial, and First Nation governments. In Ontario, regulations under the CSPA define the policing area for a First Nation board, requiring careful coordination.

### 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.

# Tools and Resources

[Visit the Member Portal](#)

## 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.

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



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



### 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 & ISP

**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 Services Boards (OAPSB) invites you to participate in our exciting 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 on top of 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://oapso.ca/events/>  
training@oapso.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 Bail 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.

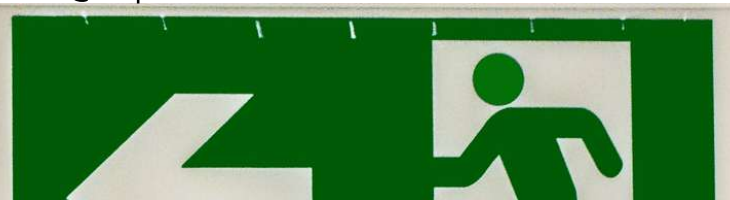
Although not the focus of the research paper, the authors did ask a relevant and critical question for police organizations and police governing bodies to consider. Are the information and feedback gathered from exit interviews considered when building recruitment and retention strategies. Understanding 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.



## OAPSB Member Benefit: Medallion Insurance

**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.



The flyer for the OAPSB Group Home & Auto Insurance Program features the Medallion logo at the top, which includes a stylized 'M' in a circle and the text 'Medallion GROUP INSURANCE FOR FIRST RESPONDERS'. Below the logo are three circular photos of people. The main title is 'OAPSB Group Home & Auto Insurance Program' with the subtitle 'Partner of First Responder Associations, for Over 50 Years'. A list of benefits includes: Over 10,000 Members strong, Exclusive discounts, MyMedallion Member portal, No fee monthly payment plans, In-house claims adjusters, Dedicated Member Services Broker, and Access to funding for community initiatives. A yellow button says 'Contact us for a quote!' with the phone number 1-800-339-9935, website www.medallioninsurance.ca, and email memberservices@mcfr.ca. A QR code is also present. At the bottom are icons for a car, motorcycle, house, and boat.

## Driving change for women in policing

30Forward is a national movement, inspired by the U.S. 30×30 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.



The 30Forward logo features a large yellow '30' and the word 'FORWARD' in blue. Below it is the tagline 'Shifting Culture, Inspiring Future Leaders' and the website 'Learn more at 30Forward.ca'.

# Partner Perspective

## 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





# Partner Perspective

## 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-applicants, 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

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# 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

**Solicitor General**

Office of the Solicitor General

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Toronto ON M7A 1Y6  
Tel: 416 326-5000  
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132-2025-3641  
**By email**

September 26, 2025

Dear Heads of Council and Chief Administrative Officers of OPP-Policed Municipalities:

The Ministry of the Solicitor General has undertaken a review of the Ontario Provincial Police (OPP) cost recovery model. I would like to extend my gratitude for your participation and input into this process.

I am writing to inform you that because of the review, regulatory amendments have been made to Ontario Regulation 413/23: Amount Payable by Municipalities for Policing from Ontario Provincial Police under the *Community Safety and Policing Act, 2019*. These amendments are in effect and will inform the 2026 annual billing statement to be issued shortly.

Firstly, an 11 per cent cap is established on the increase in policing costs owed by municipalities for the 2026 calendar year when compared to 2025, excluding the costs related to any service enhancements.

Secondly, a new discounts table will be established in regulation and will apply to the 2026 billing year and going forward. This new discount table introduces a lower eligibility threshold to receive a discount. Municipalities will now receive calls for service and overtime discounts when they are three or more standard deviations from the average calls for service weighted time to property count ratio, rather than the current regulatory threshold of five standard deviations.

The amendments have been approved by Cabinet and have been filed with the Registrar of Regulations. They will be accessed publicly online through the [e-Laws page](#) – and will be available here within the next few business days.

The preparation of 2026 annual billing statements is underway and statements are targeted for release in November 2025.

As we undertook this review, we heard loud and clear that greater clarity, predictability and stability in the OPP cost recovery model, and associated billing statements, is critical to municipalities as annual budget processes are undertaken. These amendments were contemplated, and ultimately decided upon, based on those concerns and the direct feedback that we heard from OPP-policed municipalities.

Page 2

Should you have any questions about the regulatory updates, please reach out to [solgeninput@ontario.ca](mailto:solgeninput@ontario.ca).

Please direct any questions about your annual billing statements to the Crime Prevention and Community Support Bureau at [opp.municipalpolicing@opp.ca](mailto:opp.municipalpolicing@opp.ca).

Thank you again for your partnership.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Michael S. Kerzner', with a stylized flourish at the end.

The Honourable Michael S. Kerzner  
Solicitor General

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

Thomas Carrique, C.O.M.  
Commissioner, Ontario Provincial Police










# CAMSAFE

## Join us in creating a safer community

**CAMSafe is a CCTV and security video registry aimed at keeping our community safe and assisting police solve crime.**

-  **Volunteer** registry of security cameras, CCTV systems & doorbell cameras
-  Delete your information or account at any time
-  CAMSafe does not have access to footage or cameras
-  Only basic contact information & address required to sign up
-  Only police have access to the registry information



### Register



### Add



### Protect



**We all play a part in keeping our community safe in this age of connected technology.**

**Your participation helps to provide a stronger defence against:**



Theft



Arson



Vandalism



Fraud



Stalking



Kidnapping






For more information, visit **[camsafe.ca](https://camsafe.ca)**

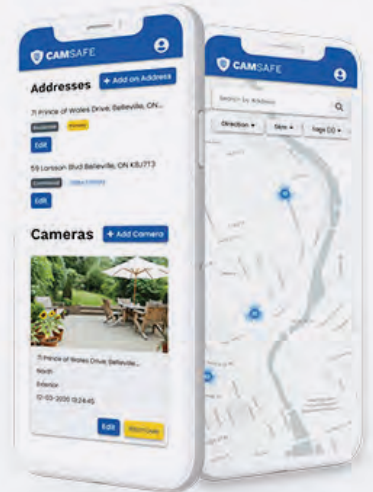


# CAMSAFE

## Rejoignez-nous pour créer une collectivité plus sécuritaire

CAMSafe est un registre des systèmes de télévision en circuit fermé et de systèmes de sécurité vidéo dont l'objectif est de maintenir la sécurité de nos collectivités et d'aider la police à élucider les crimes.

-  Enregistrement **volontaire** des caméras de sécurité, systèmes de télévision en circuit fermé et sonnettes vidéo
-  Effacez vos informations ou fermez votre compte quand il vous convient
-  CAMSafe n'a pas accès aux images ni aux caméras
-  Seules vos coordonnées et votre adresse sont requises pour l'enregistrement
-  Seule la police a accès aux informations que contient le registre



### Enregistrer



### Ajouter



### Protéger



Dans l'ère des technologies connectées, nous avons, toutes et tous, un rôle à jouer pour maintenir la sécurité de notre collectivité. Votre participation aide à établir une protection solide contre :



le vol



l'incendie  
volontaire



le vandalisme



la fraude



le harcèlement



l'enlèvement

En savoir plus sur **camsafe.ca**



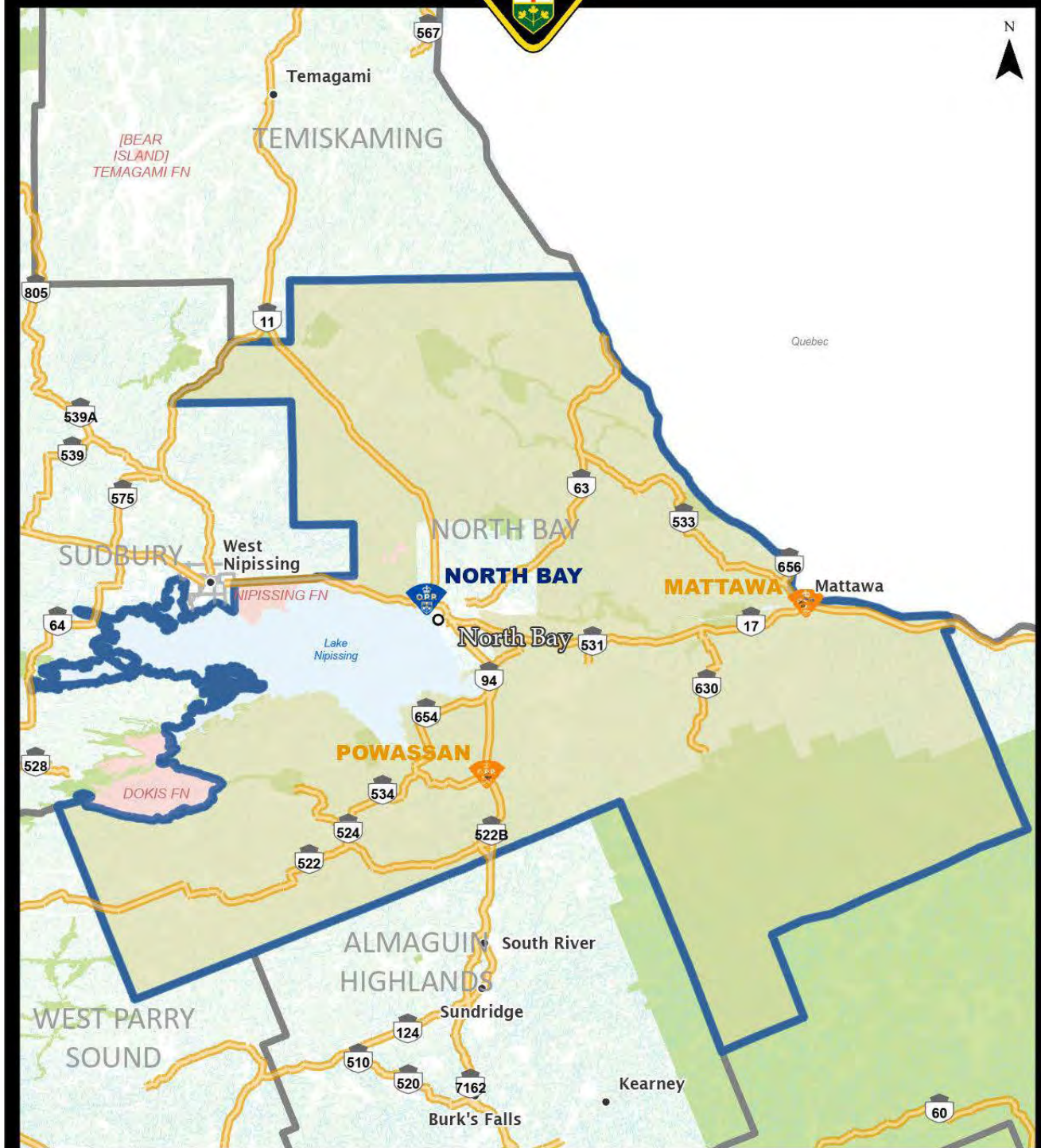


# NORTH BAY DETACHMENT

**2024 DETACHMENT BOARD ANNUAL REPORT**

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	GENERAL HEADQUARTERS		SATELLITE		400 Series Highway		Detachment Boundary		First Nation
	REGIONAL HEADQUARTERS		OPP ADMINISTERED FN		Provincial Highway		Township Boundary		Provincial Park
	HOST DETACHMENT		OPP FN		Major Road		Non-OPP Policed		



# 2023-2025 STRATEGIC PLAN

## Priorities and Commitments



### PEOPLE

#### **A healthy and resilient OPP**

We will strive to support all members in achieving their professional and personal best.

### WORK

#### **A responsive and evolving OPP**

We will empower our members to ensure the best possible policing services are delivered to Ontarians.

### COMMUNITIES

#### **A collaborative and progressive OPP**

We will partner and build relationships with a shared vision for safety and well-being.

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# Message from the Detachment Commander

I am pleased to present the North Bay Detachment – 2024 OPP Detachment Board Annual Report. This report includes data on crime, traffic, enforcement, and community well-being, and it highlights key initiatives and successes from the past year.

The year 2024 marks the midway point of the North Bay Detachment 2023–2025 Action Plan, and this report provides an update on our progress in meeting the commitments outlined in this plan.



I am proud of the work undertaken by our detachment. In 2024,

- The North Bay Detachment experienced an increase in occurrences of crime, specifically related to assaults, firearm-related offences, and frauds. North Bay Detachment members worked diligently to hold offenders accountable and support victims of crime.
- We continue to prioritize traffic safety and enforce the “Big Four” causal factors of serious collisions: speeding, impaired driving, distracted driving, and lack of seatbelt use. This sustained focus led to a significant increase from 2023 to 2024 in provincial offence notices issued and traffic stops conducted by our officers.
- In response to concerns from community members, we launched several local traffic initiatives, including the Sand Dam Road Fall Joint OPP / MTO / MNR Traffic Initiative, which focused on inspecting motor vehicles towing trailers with off-road equipment. Officers also conducted mandatory alcohol screening during this operation. North Bay Detachment also participated in Operation Slow Down and Move Over, developed in response to continued violations of Ontario’s Slow Down, Move Over law, Operation Thin Ice, which targeted violations related to motorized snow vehicles (MSVs), fish and wildlife offences, and off-road vehicle safety on area lakes, and Operation Bus Lightyear, an education-through-enforcement campaign in response to community concerns about drivers failing to stop for school buses—an offence that puts children’s lives at risk.
- We continue to respond to community feedback regarding ongoing traffic-related concerns in the communities we serve, through both targeted initiatives and increased officer presence.
- We also continue to leverage modern technologies—including in-car cameras, Automated Licence Plate Recognition (ALPR) systems, and mobile workstations—to enhance evidence collection, transparency, and officer safety.
- Collaboration remains a priority. We work closely with local policing partners including the North Bay Police Service, Nipissing First Nation Police, Anishinabek Police Service (APS), and Military Police on cross-jurisdictional initiatives such as local warrant enforcement and joint traffic operations.
- We have further strengthened partnerships with community-based organizations. Notably, we have implemented a Police–Hospital Transition Protocol between the North Bay Regional Health Centre (NBRHC), North Bay Police Service (NBPS), and Anishinabek Police Service (APS), improving our response to mental health-related calls.
- Our strong relationship with the Canadian Mental Health Association (CMHA) continues, as we work together to better support marginalized individuals in crisis, dealing with mental health and addiction-related issues through our Mobile Crisis Response Team commitment.
- Our members remain actively engaged with local groups and organizations to build relationships and promote community safety and well-being. Throughout 2024, we participated in numerous events, celebrated with our communities, and delivered presentations on important public safety topics.

We remain committed to working collaboratively to enhance the quality of life and safety of everyone in the North Bay Detachment area. Thank you for your continued trust and support.

In 2025, we will be working with the Lake Nosbonsing OPP Detachment Board, Mattawa Regional OPP Detachment Board, and Powassan Nipissing Callander OPP Detachment Board to form the 2026-2029 North Bay Detachment Action Plan. This work will include engaging with community members to ensure the needs of the communities we serve will be reflected in the commitments we make. Development of the 2026-2029 North Bay Detachment Action Plan will coincide with the creation of the 2026-2029 OPP Strategic Plan to ensure organizational alignment and support.

The North Bay Detachment – 2024 OPP Detachment Board Annual Report begins to bridge the gap between *Police Services Act* (PSA) and *Community Safety and Policing Act* (CSPA) reporting requirements. In collaboration with relevant OPP program areas, working groups and Lake Nosbonsing, Mattawa Regional, and the Powassan Nipissing Callander OPP Detachment Boards, this report will continue to develop in the years to come to include content from the OPP Detachment Board Chair(s) and additional data and updates from the OPP.

From detachment administrative staff to frontline uniform members to specialty units to supervisors, our members continue to serve with pride, professionalism and honour. As we anticipate future challenges and opportunities for policing and community safety, we remain dedicated to our mission of serving our communities by protecting citizens, upholding the law and preserving public safety.

Inspector William McMullen  
Detachment Commander  
North Bay Detachment



# Summary of Commitments

Through analysis and consultation, the following areas of focus were identified for the years 2023-2025.

Crime	Roadways, Waterways and Trails	Community Well-Being
<p>Violent crime, assaults including Intimate Partner Violence (IPV) related, sexual assault.</p> <p>Property Crime: Innovative engagement and prevention practices to increase investigative success and reduce victimization pertaining to break and enters, frauds, thefts, mischiefs and other property related offences.</p> <p>Continued vigilance in drug trafficking investigations to address opioid and non-opioid deaths and overdoses in our communities. Through ongoing engagement with community stakeholders and investigative diligence related to this issue, lives can be saved.</p>	<p>To sustain a continuous and year-round focus on the causal factors of motorized vehicle collisions, primarily the 'Big Four' causal factors of fatal, personal injury and property damage collisions on roadways, waterways and trails.</p>	<p>To continue our commitment with a dedicated Mobile Crisis Response Team (MCRT) and community partnership with CMHA North Bay to pursue and identify co-response solutions for nonpolice related demands for service that impact police and community resources.</p> <p>To establish a Police-Hospital Transition Protocol between North Bay Regional Health Centre (NBRHC), North Bay Police Service, Anishinabek Police Service (APS), and the Ontario Provincial Police North Bay Detachment.</p> <p>To support Diversity, Human Rights, and Inclusion reflective of all our residents and members living in our communities.</p> <p>The continued growth and support of the Project Lifesaver program.</p>

## 2024 Crime Progress Updates

Commitment	Progress Update
Violent crime, assaults including Intimate Partner Violence (IPV) related, sexual assault.	<p>In 2024, through the support of the Crime Prevention and Community Support Bureau (CPCSB), we are pleased to announce that North Bay Detachment was assigned a Detachment Abuse Issues Investigator (DAII) who has subsequently completed their onboarding training and has begun to support detachment operations. This detective constable provides critical support to frontline officers and supervisors in the investigation of intimate partner violence (IPV) and other abuse-related cases. The DAII will conduct case reviews, strengthen community partnerships and offer subject matter expertise to ensure investigations follow a consistent, trauma-informed and victim-centred approach. Their role is vital in supporting victims while helping frontline officers navigate complex and sensitive investigations.</p>
<p>Property Crime: Innovative engagement and prevention practices to increase investigative success and reduce victimization pertaining to break and enters, frauds, thefts, mischiefs and other property related offences.</p>	<p>Recent statistics from the Canadian Anti Fraud Center have shown that Financial Crimes are now the crime a Canadian is most likely to be impacted by. As a result, the Anti-Rackets Branch (ARB) initiated statistical analysis of Central Region Fraud Occurrences with reported dates ranging between January 1, 2023, and June 30, 2024. ARB members noted the presence of an unusually low clearance rate, with most occurrences being cleared as “insufficient evidence to proceed” or as “noncriminal”. North Bay Detachment observed an increase in Fraud related occurrences from 84 in 2022 to 127 in 2024.</p> <p>The goal of The Integrated Fraud Awareness and Response Initiative (IFARI) is to empower frontline officers by providing practical and educational tools, to increase their knowledge, and to help them complete successful fraud investigations. The North Bay OPP Crime Unit continues to investigate Fraud occurrences while further supporting frontline officers through mentorship and training.</p> <p>In 2024 all North Bay Detachment Supervisor received additional training from the Anti-Rackets Branch to support investigations and ensure all members utilized existing resources.</p>
Continued vigilance in drug trafficking investigations to address opioid and non-opioid deaths and overdoses in our communities. Through ongoing engagement with community stakeholders and investigative diligence related to this issue, lives can be saved.	<p>The Community Street Crime Unit (CSCU) is a program which combines the Organized Crime Enforcement Bureau (OCEB) Community Drug Action Teams (CDAT) and the detachment-based Street Crime Teams. The CSCU Program is designed to tackle community level drug and property crimes.</p> <p>The North Bay Detachment observed an increase in Mischief related occurrences but generally consistent numbers with combined property crimes. North Bay Detachment does have a dedicated CSCU member who has engaged in several joint initiatives with North Bay Police Service to combat the illegal distribution of drugs between our communities.</p>

# 2024 Roadways, Waterways and Trails Progress Updates

Commitment	Progress Update
<p>To sustain a continuous and year-round focus on the causal factors of motorized vehicle collisions, primarily the 'Big Four' causal factors of fatal, personal injury and property damage collisions on roadways, waterways and trails.</p>	<p><b>Traffic Enforcement - Highways</b></p> <p>The North Bay OPP Detachment continues to prioritize public safety through effective, proactive traffic enforcement and timely responses to citizen complaints related to traffic issues. Motor Vehicle Collisions were down 22% from 2023.</p> <p>In 2024, members of the North Bay Detachment conducted 6,878 traffic stops, resulting in 7,264 Provincial Offences Notices (PONs) and traffic related criminal charges being levied. These enforcement efforts reflect the detachment's ongoing commitment to addressing unsafe driving behaviours and promoting road safety across the region.</p> <p>Throughout the year, the detachment launched several targeted traffic initiatives focused on commercial motor vehicle (CMV) enforcement, and the OPP's "Big Four"—impaired driving, seatbelt use, distracted driving, and aggressive driving.</p> <p>The North Bay OPP Detachment also collaborated with the North Bay Police Service in a joint traffic enforcement initiative in November 2024, aimed at enhancing public safety on area highways. During this initiative, officers issued 16 Provincial Offences Notices, delivered 4 warnings, conducted 2 Commercial Vehicle Level 1 inspections, and removed one vehicle from service due to safety concerns.</p> <p>Additionally, the North Bay Detachment supported a dedicated initiative targeting commercial motor vehicles and associated provincial offence infractions along the Highway 11 corridor, reinforcing efforts to ensure continued public safety on one of the region's most heavily traveled routes.</p> <p>Further strengthening their commitment to traffic safety, North Bay Detachment, in coordination with the Highway Safety Division, partnered with the Ministry of Transportation to conduct a traffic initiative specifically aimed at commercial motor vehicles and impaired driving. This initiative focused on raising awareness and educating commercial vehicle operators about the dangers and legal consequences of impaired driving, with the goal of preventing impaired operation within this critical sector.</p> <p>These combined efforts demonstrate the North Bay Detachment's comprehensive and collaborative approach to traffic enforcement—working with partner agencies to protect all road users through education, enforcement, and prevention.</p>

## **Marine**

In 2024, the North Bay Detachment remained committed to its marine program, ensuring that local waterways continue to be a safe environment for both the community and the public.

Throughout the year, the North Bay Detachment Marine Unit conducted a wide range of proactive and enforcement activities. These included:

- 47 Approved Screening Device (ASD) tests
- 573 vessel checks
- 2 impaired operation charges
- 3 charges for operating with over 80 milligrams of alcohol per 100 millilitres of blood
- 34 Liquor Licence Act offenses
- 14 marine-related offenses
- 113 warnings issued for marine-related violations

In addition to enforcement efforts, the Marine Unit logged significant patrol and operational time on the water, including:

- 66 hours using the HELM launch vessel
- 158 hours using the HELM skiff
- 70 additional hours dedicated to marine-related duties

Additionally, the North Bay Detachment Marine Unit, in collaboration with the Northeast Region SAVE (Snowmobile, ATV, and Vessel Enforcement) Unit, assisted in the coordination and delivery of marine security and support services during Armed Forces Day. Their efforts ensured a safe and secure environment on the water during the air show, which drew large crowds and significant marine traffic.

These efforts underscore the North Bay Detachment's continued dedication to marine safety, inter-agency cooperation, and the protection of everyone enjoying our waterways.

## **Motorized Snowmobile Vehicles**

The North Bay Detachment remains committed to providing consistent and proactive patrol coverage and timely emergency response related to motorized snow vehicles (MSVs).

To support this commitment, the detachment has implemented a robust process to ensure that local officers are adequately trained and familiar with MSV equipment. This preparation ensures effective and timely responses to emergencies during the snowmobile season.

The North Bay Detachment assigns a full-time member to oversee the MSV program, ensuring its continuity and coordination throughout the season. Additionally, other trained members are available to partner with the dedicated officer to support patrols and response efforts as needed.



	<p>In 2024, the detachment engaged in multiple proactive patrols along area snowmobile trails and participated in several community events focused on snowmobile safety and awareness. In conjunction with regular trail patrols, frontline officers also conducted proactive enforcement efforts at trailheads to promote compliance with legislation and provide educational opportunities for snowmobile riders.</p> <p>The OPP also engaged with community partners including the Ministry of Natural Resources and Forestry to strengthen collaborative efforts in MSV safety and enforcement. As part of these efforts, multiple MSV-related initiatives were launched, including Project Thin Ice and Project Tip Up, both aimed at promoting safe snowmobile operation, preventing tragedies on ice, and enforcing relevant laws on provincial trails and waterways.</p> <p>These comprehensive efforts demonstrate the North Bay Detachment's continued dedication to public safety, inter-agency cooperation, and responsible snowmobile use across the region.</p>
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## 2024 Community Well-Being Progress Updates

Commitment	Progress Update
<p>To continue our commitment with a dedicated Mobile Crisis Response Team (MCRT) and community partnership with CMHA North Bay to pursue and identify co-response solutions for nonpolice related demands for service that impact police and community resources.</p>	<p>In 2024, the North Bay OPP responded to 452 mental health-related calls for service. The Mobile Crisis Response Team (MCRT) attended 224 calls for service in real-time, resulting in 71 referrals to local support agencies for ongoing assistance and care.</p> <p>North Bay MCRT was engaged and supported a total of 343 calls for service where their specialized expertise was required, expanding their impact across a broader range of community needs.</p> <p>North Bay MCRT also played a key role in delivering ongoing training to both detachment members and community stakeholders, focusing on effective police responses to individuals in crisis. This training enhanced member preparedness and promoted stronger, more compassionate crisis intervention practices.</p> <p>Additionally, North Bay MCRT participated in weekly meetings with the local Gateway Hub situation table. These meetings served as a collaborative platform to identify and support individuals who were at elevated or acute risk. Through this proactive engagement, the MCRT program strengthened partnerships with community agencies, enhanced inter-agency collaboration, and improved access to critical resources and supports for those most in need.</p>
<p>To establish a Police-Hospital Transition Protocol between North Bay Regional Health Centre (NBRHC), North Bay Police Service, Anishinabek Police Service (APS), and the Ontario Provincial Police North Bay Detachment.</p>	<p>The Police-Hospital Transition Protocol between North Bay Regional Health Centre, North Bay Police Service, Anishinabek Police Service and North Bay Detachment will be completed and signed.</p> <p>This protocol is designed to enhance collaboration between hospitals and relevant police services with the purpose of improving outcomes for individuals that have been apprehended by police officers under the Mental Health Act and subsequently accompanied to the nearest hospital emergency department for medical clearance, mental health assessment and care.</p> <p>The intent of this protocol is to 1) Improve outcomes for individuals apprehended by police under the Mental Health Act, while respecting individuals' rights, including the right to privacy; 2) Improve transitions between police officers and hospital workers; and 3) Improve coordination and collaboration among partners involved in the transition.</p> <p>This protocol may be extended to include partnerships with other key stakeholders in the community, such as paramedic services, community-based mental health and addiction agencies, peer and family support agencies, child and youth mental health and addictions agencies as appropriate.</p>

<p>To support Diversity, Human Rights, and Inclusion reflective of all our residents and members living in our communities.</p>	<p>In 2024, the North Bay Detachment continued to support diversity, human rights, and inclusion, reflecting the values and lived experiences of all residents and members in our communities. These principles were demonstrated through a variety of activities and initiatives aimed at fostering equity and respect.</p> <p>The detachment maintained its support for the Pikangikum community by donating clothing and essential goods to families in need, reinforcing our commitment to compassion and community care. Additionally, North Bay Detachment continued to encourage and support its members in visiting and working within various communities across Northwestern Ontario. These opportunities allow our members to gain valuable exposure to Indigenous cultures, traditions, and perspectives—strengthening relationships, cultural understanding, and reconciliation efforts.</p> <p>The North Bay Detachment also engaged in a locally generated Safe Streets Generosity Direction Initiative. In recent years, like many communities across the province, the North Bay area has experienced an increase in vulnerable persons soliciting from motor vehicle occupants at high-traffic intersections, contrary to the Safe Streets Act. These actions place individuals at significant risk of being struck by a vehicle, potentially resulting in serious injury or death. Such incidents can also cause secondary trauma for drivers, bystanders, and first responders attending the scene.</p> <p>While enforcement efforts—including formal warnings, provincial offence notices, and Part III court summonses—have been implemented, they have not significantly mitigated the issue and have placed additional pressures on already burdened courts.</p> <p>This initiative aimed to take a preventative and educational approach, focusing on informing the local motoring public about the risks involved and promoting alternative, safe ways to support individuals in need in collaboration with local support agencies.</p>
<p>The continued growth and support of the Project Lifesaver program.</p>	<p>In 2024, the North Bay Detachment continued its commitment to the Project Lifesaver program, in collaboration with BAYSAR North Bay and the North Bay Police Service. Throughout the year, members of the North Bay Detachment received ongoing training to maintain certification and ensure a consistent, professional standard of service within the program.</p> <p>In addition to training, officers actively participated in multiple community and media events to promote awareness and sustain public engagement with this important initiative. Notably, in 2024, Project Lifesaver endorsed a community member as its local spokesperson, further strengthening public connection to the program.</p> <p>North Bay Detachment continues to onboard new clients, while also training additional members to ensure the program’s growth and effectiveness in supporting vulnerable individuals in our communities.</p>

# Other Community Updates

## Crime Prevention Initiatives

### Offender Management

Based on current crime trends—specifically the rise in firearms-related bail violations—the North Bay Detachment assigned a dedicated, full-time Offender Management Program Coordinator (OMAP) position. This role is designed to ensure a robust system is in place to monitor offenders on release conditions within the community and to support the execution of outstanding warrants across the North Bay unit cluster.

This initiative is part of the broader Offender Management Apprehension Program (OMAP)—a crime suppression strategy aimed at deterring the criminal activities of repeat offenders. The program focuses on individuals who pose a high risk to community safety and are often involved in chronic or repeat criminal behavior.

The program is founded on the principle that offenders remain accountable to both the community and the justice system while under judicial interim release, probation/parole, or other forms of pre-trial release. It is also guided by the commitment to strict enforcement in any instance where an offender fails to comply with their release conditions.

Through this proactive approach, the North Bay Detachment continues to enhance community safety and reduce the impact of repeat offending.

Based on the positive results of OMAP within the North Bay Detachment, a broader regional program was initiated and officially launched in 2025 to support all detachments across the region.

This expanded regional program was developed in conjunction with the existing OPP offender management framework, ensuring a systematic, coordinated approach to both offender monitoring and warrant execution throughout the region.

The success of the North Bay initiative served as the foundation for this enhanced model. With its implementation, the OPP aims to further reduce repeat offending, strengthen inter-detachment collaboration, and ensure our communities remain safe through consistent and effective offender management practices.

### Warrant Execution Initiative

In 2023, to enhance community safety and hold offenders accountable, the North Bay Detachment and the North Bay Police Service launched “Project Fall Sweeps”—an initiative targeting individuals with outstanding warrants in their respective communities.

In 2024, both police services participated in the second iteration of Project Fall Sweeps. During this initiative, a total of 54 warrants were executed: five held by the North Bay Police Service, two by the Anishinabek Police Service, one by the Toronto Police Service, and one by the Peel Regional Police Service.

As a result of the arrests, officers also seized a small quantity of methamphetamine and established grounds for two charges related to intimate partner violence conditions and release order offenses.

Throughout the project, the North Bay Detachment and North Bay Police Service shared vital information pertaining to outstanding warrants and collaborated on their execution. The Repeat Offender Parole Enforcement (ROPE) Unit and the Bail Support Team also contributed by conducting surveillance, assisting with warrant applications, and directly executing warrants.



The success of Project Fall Sweeps reflects not only the strengthened partnership between the North Bay OPP and the North Bay Police Service but also enhanced collaboration with external policing partners. This joint initiative significantly reduced the number of outstanding warrants held by the North Bay Detachment.

The mission of this collaborative effort was twofold: first, to identify and locate wanted individuals and bring them before the courts; and second, to strengthen information sharing between police services. By working together, agencies are increasing the efficiency and effectiveness of enforcement efforts.

Offender management continues to be a priority for the North Bay Detachment, and addressing outstanding warrants remains a critical component of this strategy—contributing to a safer, more secure community for all.

### **Response to Increase in Fraud Occurrences:**

In response to current crime trends and requests from community members, the North Bay Detachment—working in collaboration with the Canadian Anti-Fraud Centre and the OPP Anti-Rackets Branch—organized a series of information sessions in the communities of Powassan and East Ferris.

These sessions were facilitated through the respective Lake Nosbonsing, and the Powassan Nipissing Callander OPP Detachment Boards.

With an increase in calls for service related to fraud, police have recognized the need for proactive engagement. These sessions are designed to raise awareness and educate residents, with the goal of preventing future crimes and enhancing community safety.

### **Traffic Engagement**

The North Bay Detachment has implemented a new requirement for recruits nearing the end of their probationary period: the completion of a mandatory enforcement initiative focused on addressing specific community-identified concerns within the detachment's service area.

Each recruit is responsible for identifying an ongoing or emerging traffic/marine/off road vehicle related issue in one of the communities within the cluster. They are then tasked with developing an initiative that targets the specific offense, organizing the necessary resources and personnel, and effectively launching and executing the initiative.

Upon completion, the recruit must present a summary of the results to the North Bay Detachment leadership team. This presentation is a key component in successfully completing their probationary period and reinforces the importance of community-focused, proactive policing. In 2024, North Bay recruits completed the following recruit led traffic initiatives; "Operation Slow down, Move over", "Operation Ice Breaker", "Operation Thin Ice", "Operation Tip-Up", "Operation Bus Lightyear", and "Safe on 63",

### **Community Engagement**

#### **Community Patrol**

The North Bay OPP remains committed to engaging with the community to ensure that our patrols are relevant and reflective of the needs of the communities we serve.

In 2024, members of the North Bay OPP actively participated in and supported numerous local events across the detachment cluster. These engagements help strengthen relationships, foster trust, and promote public safety through visible and meaningful community involvement.

Events attended by the North Bay OPP included: Mattawa Voyageur Days, Spokes "N" Spurs, Boat-a-Palooza, Armed Forces Day, V-Twin Nationals, Callander Fun Fest, Sirens in the Park, the Powassan Maple Syrup

Festival, Christmas parades in Bonfield, Mattawa, and Powassan, Remembrance Day ceremonies, One Kids Place “Touch-a-Truck”, the Nipissing Indigenous Youth Powwow, and local Pride celebrations.

These ongoing efforts demonstrate North Bay Detachment’s dedication to being an active and engaged presence in the communities we proudly serve.

### **Senior Interaction/Engagement**

As part of our ongoing efforts to connect with and support our senior population, the North Bay Detachment once again participated in the Stockings for Seniors Initiative.

This marked the third year of our involvement in the initiative, which brings holiday stockings to seniors living in nursing homes throughout our community. The goal is to reach those who may not have loved ones to visit or gifts to open during the holiday season.

This year, we are proudly partnered with Water’s Edge and Nipissing Manor to ensure their residents received a little extra holiday cheer.

### **Youth and Family Interaction/Engagement**

North Bay Detachment remains committed to supporting victims of crime—particularly children and youth—through a trauma-informed approach, demonstrated by its active involvement with the Child and Youth Advocacy Centre (CYAC) of Nipissing. The Nipissing CYAC remains the only Advocacy Centre in Northern Ontario.

Located in North Bay, Ontario, the CYAC provides a physically and psychologically safe environment for children, youth, and non-offending caregivers to be interviewed. The centre facilitates a seamless transition to other available community supports, ensuring families receive the care and services they need.

The facility includes indoor and outdoor play areas, sensory activities, toys, and a playground to help children feel at ease. It is equipped with two interview rooms and two monitoring rooms for specialized forensic interviewing, as well as the capability for remote testimony—reducing the stress associated with court appearances.

Plain-clothed police officers or child protection workers may attend interviews alongside the CYAC coordinator, offering support in a non-threatening environment.

Through strong collaboration with community partners, the CYAC improves outcomes by reducing the number of interviews children must undergo, minimizing service gaps, and increasing access to necessary supports. This coordinated approach ensures that children, youth, and their families receive compassionate, timely, and comprehensive care.

### **Giving back to the Community**

In 2024, the North Bay Detachment proudly continued its annual tradition of participating in the Children’s Aid Society Joy Project.

This meaningful initiative brings a little extra holiday hope by making a difference in the lives of children and families across the Nipissing and Parry Sound Districts. By participating in the Joy Project, the North Bay Detachment helps ensure a more joyous holiday season for many children, youth, and families within our local communities.

To support this effort, the detachment organized multiple fundraising events throughout the year. These events raised the funds needed to sponsor families during the Christmas season—providing gifts, essential items, and holiday cheer.

This long-standing tradition is one that the North Bay Detachment takes great pride in. It reflects our continued commitment to supporting the well-being of youth and families in the area, and it would not be possible without the collaboration and support of our valued community partner, the Nipissing and Parry Sound Children's Aid Society.

# Calls for Service

Table 1.1

All CAD Events*	Immediate Police Response Required**
19,990	5,099

\* This represents all Computer Aided Dispatch (CAD) event types created for each detachment area. Not all CAD events are dispatched to a frontline OPP detachment officer. Some events may have been actioned by another OPP member, diverted to another unit, or deemed a non-OPP event. This does not include officer or detachment generated events that have not been reported through the PCC, or any online reporting events.

\*\* This represents the total number of CAD events prioritized for an immediate police response, indicating the potential for extreme danger, catastrophic circumstances, injury, the threat of injury, death, and/or crime in progress.



# Crime and Clearance

## Violent Crimes

Table 2.1

Offences	2022	2023	2024	Clearance Rate
01 - Homicide	0	0	0	-
02 - Other Offences Causing Death	0	0	0	-
03 - Attempted Murder	0	0	1	100.00%
04 - Sexual Offences	29	39	43	58.14%
05 - Assaults/Firearm Related Offences	97	93	116	85.34%
06 - Offences Resulting in the Deprivation of Freedom	2	3	4	100.00%
07 - Robbery	2	0	1	100.00%
08 - Other Offences Involving Violence or the Threat of Violence	71	93	74	64.86%
09 - Offences in Relation to Sexual Services	0	0	0	-
10 - Total	201	228	239	74.48%

## Property Crimes

Table 2.2

Offences	2022	2023	2024	Clearance Rate
01 - Arson	0	1	2	50.00%
02 - Break and Enter	64	34	32	6.25%
03 - Theft Over \$5,000	16	32	23	17.39%
04 - Theft Under \$5,000	82	82	84	16.67%
05 - Have Stolen Goods	13	8	3	66.67%
06 - Fraud	84	110	127	8.66%
07 - Mischief	63	43	62	30.65%
08 - Total	322	310	333	15.92%

## Other Criminal Code

Table 2.3

Offences	2022	2023	2024	Clearance Rate
01 - Gaming and Betting	0	1	1	0.00%
02 - Offensive Weapons	19	12	20	90.00%
03 - Other Criminal Code Offences	120	159	194	83.51%
04 - Total	139	172	215	83.72%

## Drugs

Table 2.4

Offences	2022	2023	2024	Clearance Rate
01 - Possession	12	4	9	88.89%
02 - Trafficking	11	11	13	61.54%
03 - Importation and Production	0	0	0	-
04 - Cannabis Possession	0	0	0	-
05 - Cannabis Distribution	0	1	0	-
06 - Cannabis Sale	0	0	0	-
07 - Cannabis Importation and Exportation	0	0	0	-
08 - Cannabis Production	0	0	0	-
09 - Other Cannabis Violations	0	0	0	-
10 - Total	23	16	22	72.73%

**Federal Statutes****Table 2.5**

<b>Offences</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Clearance Rate</b>
Federal Statutes	27	20	14	100.00%

**Traffic Violations****Table 2.6**

<b>Offences</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Clearance Rate</b>
01 - Dangerous Operation	5	4	7	100.00%
02 - Flight from Peace Officer	2	9	9	22.22%
03 - Operation while Impaired/Low Blood Drug Concentration Violations	54	69	71	98.59%
04 - Failure or Refusal to Comply with Demand	2	2	1	100.00%
05 - Failure to Stop after Accident	2	1	4	0.00%
06 - Operation while Prohibited	8	19	14	100.00%
07 - Total	73	104	106	88.68%

**Youth Crime****Table 2.7**

<b>Disposition Type</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Bail	0	0	0
Conviction	4	3	2
Diversion	1	1	1
NonConviction	43	7	6
NotAccepted	0	1	0
POATicket	1	4	2
NULL	2	7	17
Total	51	23	28

**Victim Referrals****Table 2.8**

<b>Offences</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Sum of Offered	628	615	702
Sum of Accepted	193	190	216
Sum of Total	821	805	918
Sum of % Accepted	23.51%	23.60%	23.53%

# Traffic and Road Safety

## Motor Vehicle Collisions (MVC) by Type

(Includes roadway, off-road and motorized snow vehicle collisions)

Table 3.1

Offences	2022	2023	2024
Fatal Injury Collisions	2	11	5
Non-Fatal Injury Collisions	75	95	79
Property Damage Only Collisions	588	652	693
Alcohol-Related Collisions	22	33	23
Animal-Related Collisions	238	284	341
Speed-Related Collisions	83	80	77
Inattentive-Related Collisions	110	95	64
Persons Killed	2	11	5
Persons Injured	100	133	104

## Primary Causal Factors in Fatal MVCs on Roadways

Table 3.2

Offences	2022	2023	2024
Fatal Roadway Collisions where Causal is Speed Related	0	2	0
Fatal Roadway Collisions where Causal is Alcohol/Drug Related	0	0	1
Persons Killed in Fatal Roadway Collisions where lack of Seatbelt/Helmet use is a Factor	0	0	1
Fatal Roadway Collisions where Causal is Inattentive Related	0	0	2
Fatal Roadway Collisions where Causal is Animal Related	1	1	0

## Fatalities in Detachment Area

Table 3.3

Fatality Type	Category	2022	2023	2024
Roadway	Fatal Incidents	2	8	3
Roadway	Persons Killed	2	8	3
Roadway	Alcohol/Drug Related Incidents	0	0	1
Marine	Fatal Incidents	1	2	0
Marine	Persons Killed	2	2	0
Marine	Alcohol/Drug Related Incidents	1	0	0
Off-Road Vehicle	Fatal Incidents	0	1	2
Off-Road Vehicle	Persons Killed	0	1	2
Off-Road Vehicle	Alcohol/Drug Related Incidents	0	0	0
Motorized Snow Vehicle	Fatal Incidents	0	2	0
Motorized Snow Vehicle	Persons Killed	0	2	0
Motorized Snow Vehicle	Alcohol/Drug Related Incidents	0	0	0

## Big 4

Table 3.4

Offences	2022	2023	2024
Distracted (HTA 78.1)	48	53	111
Impaired (CCC 320.14 & 320.15)	98	150	143
Seatbelt (HTA 106)	32	29	107
Speeding (HTA 128)	2,268	2,105	2,706

**Charges****Table 3.5**

<b>Offences</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
HTA	3,632	4,030	5,234
Criminal Code Traffic	142	220	189
Criminal Code Non-Traffic	663	768	966
LLCA	78	130	124
Controlled Drug and Substance Act	76	62	49
Federal Cannabis Act	1	0	0
Provincial Cannabis Act	39	38	59
Other	317	550	643



# Policing Hours

The OPP has developed a Service Delivery Model (SDM) in response to several reviews and audit recommendations. The SDM is designed to:

- Promote officer wellness through balanced workloads
- Determine adequate staffing levels at each detachment
- Ensure the continued delivery of adequate and effective policing services in accordance with the Community Safety and Policing Act (CSPA).

To implement the SDM, the OPP has submitted a seven-year staffing strategy to address required increases in detachment personnel. This model supports the OPP’s ability to:

- Respond rapidly to increasing calls for service
- Maintain safe communities through proactive patrols and community engagement
- Address municipal concerns about reduced police visibility

To monitor progress and guide detachment-level planning, the OPP has established time allocation targets for provincial constables (figure 1). These targets reflect how time should ideally be distributed by the end of the seven-year strategy.

The targets are based on a provincial average and variations are expected between detachments due to differences in geography, operational structure, recruitment and other absences.

In the short term, detachments may face challenges in achieving these targets. Continued improvements in scheduling tools, data integrity, and strategic deployment will support progress toward these goals.

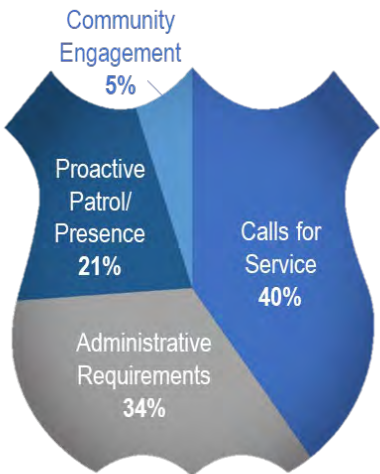


Figure 1: Service Delivery Model Provincial Target

Service Delivery Activity Allocations

Table 4.1

Calls for Service	Administrative Requirements	Proactive Patrol	Community Engagement
39.0%	40.3%	19.5%	1.2%

Hours (Field Personnel)

Table 4.2

	2022	2023	2024
TOTAL FRONTLINE HOURS	95,685	98,265	101,226

# Endnotes

## Tables 2.1, 2.2, 2.3, 2.4, 2.5, 2.6

Source: Niche Records Management System (RMS), (2025/04/23)

- Note:
- Statistics Canada’s Uniform Crime Reporting Survey was designed to measure the incidence of crime in Canadian society and its characteristics.
  - Actual counts (2022, 2023 and 2024) and Clearance Rate for 2024 included.
  - The most serious violation methodology (MSV) is used, which is the same as Statistics Canada’s methodology. The MSV counts only the first of up to four offences per incident that occurred in the specific time range.
  - First Nation population is not included.
  - Statistics Canada Verified (green checkmark) only.

### Table 2.1 Violent Crimes

Corresponding Violation Description
01 Murder 1 <sup>st</sup> Degree, Murder 2 <sup>nd</sup> Degree, Manslaughter, Infanticide
02 Criminal Negligence Causing Death, Other Related Offences Causing Death
03 Attempted Murder, Conspire to Commit Murder
04 Sexual offence which occurred prior to January 4, 1983, Sexual Assault, Level 3, Aggravated, Sexual Assault, Level 2, Weapon or Bodily Harm, Sexual Assault, Level 1, Sexual Interference, Invitation to Sexual Touching, Sexual Exploitation, Sexual Exploitation of a Person with a Disability, Incest, Corrupting Morals of a Child, Making Sexually Explicit Material Available to Children, Parent or Guardian Procuring Sexual Activity, Householder Permitting Sexual Activity, Luring a Child via Computer, Agreement or Arrangement - Sexual Offence Against a Child, Bestiality - Commits, Compels Another Person, Bestiality in, Presence of, or Incites, a Child, Voyeurism, Non-Consensual Distribution of Intimate Images
05 Assault Level 3, Aggravated, Assault Level 2, Weapon/Bodily Harm, Assault Level 1, Unlawfully Causing Bodily Harm, Discharge Firearm with Intent, Using firearm/Imitation of Firearm in the Commission of an Offence, Pointing a Firearm, Assault, Peace-Public Officer, Assault Against Peace Officer with a Weapon or Causing Bodily Harm, Criminal Negligence Causing Bodily Harm, Trap Likely to or Causing Bodily Harm, Other Assaults
06 Kidnapping, Forcible Confinement, Hostage Taking, Trafficking in Persons, Abduction Under 14, Not Parent/Guardian, Abduction Under 16, Removal of Children from Canada, Abduction Under 14 Contravening a Custody Order, Abduction Under 15 by Parent/Guardian
07 Robbery, Robbery to Steal Firearm
08 Extortion, Intimidation of a Justice System Participant or a Journalist, Intimidation of a Non-justice System Participant, Criminal Harassment, Indecent/Harassing Communications, Utter Threats to Person, Explosives Causing Death/Bodily Harm, Arson - Disregard for Human Life, Other Violations Against the Person, Failure to Comply with Safeguards (MAID), Forging/Destruction of Documents (MAID)
09 Obtaining Sexual Services for Consideration, Obtaining Sexual Services for Consideration from Person Under the Age of 18 Years, Material Benefit from Sexual Services, Material Benefit from Sexual Services Provided by Person Under the Age of 18 Years, Procuring, Procuring a Person Under the Age of 18 Years, Advertising Sexual Services

### Table 2.2 Property Crimes

Corresponding Violation Description
01 Arson
02 Break & Enter, Break & Enter to Steal a Firearm, Break & Enter a Motor Vehicle (Firearm)
03 Theft over \$5000, Theft over \$5000 from a Motor Vehicle, Shoplifting over \$5000, Motor Vehicle Theft
04 Theft \$5000 or Under, Theft under \$5000 from a Motor Vehicle, Shoplifting \$5000 or Under
05 Trafficking in Stolen Goods over \$5000, Possession of Stolen Goods over \$5000, Trafficking in Stolen Goods \$5000 and Under, Possession of Stolen Goods \$5000 and Under
06 Fraud, Identity Theft, Identity Fraud
07 Mischief, Mischief to Cultural Property, Hate-motivated mischief relating to property used by identifiable group, Mischief Relating to War Memorials, Altering/Destroying/Removing a Vehicle Identification Number (VIN)

## Table 2.3 Other Criminal Code

### Corresponding Violation Description

01 Betting House, Gaming House, Other Violations Related to Gaming and Betting

02 Offensive Weapons: Explosives, Weapons Trafficking, Possession and Distribution of Computer Data (Firearm), Altering Cartridge Magazine, Weapons Possession Contrary to Order, Possession of Weapons, Unauthorized Importing/Exporting of Weapons., Firearms Documentation/Administration, Unsafe Storage of Firearms

03 Failure to Comply with Order, Escape and being at large without excuse - escape from custody, Escape and being at large without excuse - Unlawfully at Large, Failure to Appear, Breach of Probation, Disturb the Peace, Child Pornography (Possessing or Accessing), Child Pornography (Making or Distributing), Public Communications to Sell Sexual Services, Offences Related to Impeding Traffic to Buy or Sell Sexual Services, Counterfeiting, Indecent Acts, Voyeurism (Expired), Corrupting Morals, Lure child via Computer (Expired), Obstruct Public/Peace Officer. Trespass at Night, Threatening/Harassing Phone Calls (Expired), Utter Threats Against Property or Animals, Advocating Genocide, Public Incitement of Hatred, Promoting or Advertising Conversion Therapy, Unauthorized Recording of a Movie/Purpose of Sale, Rental, Commercial, Distribution, Offences Against Public Order (Part II CC), Property or Services for Terrorist Activities, Freezing of Property, Disclosure, Audit, Participate in Activity of Terrorist Group, Facilitate Terrorist Activity, Instruction/Commission of Act of Terrorism, Hoax – Terrorism, Advocating/Promoting Terrorism, Firearms and Other Offensive Weapons (Part III CC), Leave Canada to Participate in Activity of a Terrorist Group, Leave Canada to Facilitate Terrorist Activity, Leave Canada to Commit Offence for Terrorist Group, Leave Canada to Commit Offence that is Terrorist Activity, Harbour/Conceal Terrorist (Max = Life), Harbour/Conceal Terrorist (Max Does Not = Life), Harbour/Conceal Person Likely to Carry Out Terrorist Activity, Offences Against the Administration of Law and Justice (Part IV CC). Sexual Offences, Public Morals and Disorderly Conduct (Part V CC), Invasion of Privacy (Part VI CC), Failure to Comply with Regulations / Obligations for Medical Assistance in Dying (MAID), Other Offences Against the Person and Reputation, Offences Against the Rights of Property (Part IX CC), Fraudulent Transactions, Relating to Contracts and Trade (Part X CC), Offences Related to Currency, Proceeds of Crime (Part XII.2 CC), Attempts, Conspiracies, Accessories, Instruct Offence for Criminal Organization, Commit Offence for Criminal Organization, Participate in Activities of Criminal Organization, Recruitment of Members by a Criminal Organization, All Other Criminal Code (includes Part XII.1 CC)

## Table 2.4 Drugs

### Corresponding Violation Description

01 Possession – Heroin, Possession – Cocaine, Possession - Other Controlled Drugs and Substances Act, Possession - Methamphetamine (Crystal Meth), Possession - Methylenedioxymphetamine (Ecstasy), Possession – Opioid (other than heroin)

02 Trafficking – Heroin, Trafficking – Cocaine, Trafficking - Other Controlled Drugs and Substances Act, Trafficking - Methamphetamine (Crystal Meth), Trafficking - Methylenedioxymphetamine (Ecstasy), Trafficking – Opioid (other than heroin)

03 Import / Export – Heroin, Import / Export – Cocaine, Import / Export - Other Controlled Drugs and Substances Act, Import / Export - Methamphetamines (Crystal Meth), Import / Export - Methylenedioxymphetamine (Ecstasy), Import/Export – Opioid (other than heroin), Production – Heroin, Production – Cocaine, Production - Other Controlled Drugs & Substances Act, Production - Methamphetamines (Crystal Meth), Production - Methylenedioxymphetamine (Ecstasy), Production – Opioid (other than heroin), Possession, sale, etc., for use in production of or trafficking in substance

04 Possession of illicit or over 30g dried cannabis (or equivalent) by adult, Possession of over 5g dried cannabis (or equivalent) by youth, Possession of budding or flowering plants, or more than four cannabis plants, Possession of cannabis by organization

05 Distribution of illicit, over 30g dried cannabis (or equivalent), or to an organization, by adult, Distribution of cannabis to youth, by adult, Distribution of over 5g dried cannabis (or equivalent), or to an organization, by youth, Distribution of budding or flowering plants, or more than four cannabis plants, Distribution of cannabis by organization, Possession of cannabis for purpose of distributing

06 Sale of cannabis to adult, Sale of cannabis to youth, Sale of cannabis to an organization, Possession of cannabis for purpose of selling

07 Importation and exportation of cannabis, Possession of cannabis for purpose of exportation

08 Obtain, offer to obtain, alter or offer to alter cannabis, Cultivate, propagate or harvest cannabis by adult, Cultivate, propagate or harvest cannabis by youth or organization

09 Possess, produce, sell, distribute or import anything for use in production or distribution of illicit cannabis, Use of young person in the commission of a cannabis offence, Other Cannabis Act

Table 2.5 Federal Statutes

Corresponding Violation Description

Bankruptcy Act, Income Tax Act, Canada Shipping Act, Canada Health Act, Customs Act , Competition Act, Excise Act, Youth Criminal Justice Act (YCJA), Immigration and Refugee Protection Act, Human Trafficking (involving the use of abduction, fraud, deception or use of threat), Human Smuggling fewer than 10 persons, Human Smuggling 10 persons or more, Firearms Act, National Defence Act, Emergencies Act, Quarantine Act, Other Federal Statutes

Table 2.6 Traffic Violations

Corresponding Violation Description

01 Dangerous Operation Causing Death, Dangerous Operation Causing Bodily Harm, Dangerous Operation

02 Flight from Peace Officer

03 Operation - low blood drug concentration, Operation while impaired causing death (alcohol), Operation while impaired causing death (alcohol and drugs), Operation while impaired causing death (drugs), Operation while impaired causing death (unspecified), Operation while impaired causing bodily harm (alcohol), Operation while impaired causing bodily harm (alcohol and drugs), Operation while impaired causing bodily harm (drugs), Operation while impaired causing bodily harm (unspecified), Operation while impaired (alcohol), Operation while impaired (alcohol and drugs), Operation while impaired (drugs), Operation while impaired (unspecified)

04 Failure or refusal to comply with demand (alcohol), Failure or refusal to comply with demand (alcohol and drugs), Failure or refusal to comply with demand (drugs), Failure or Refusal to Comply with Demand (unspecified), Failure or refusal to comply with demand, accident resulting in bodily harm (alcohol), Failure or refusal to comply with demand, accident resulting in bodily harm (alcohol and drugs), Failure or refusal to comply with demand, accident resulting in bodily harm (drugs), Failure or refusal to comply with demand, accident resulting in bodily harm (unspecified), Failure or refusal to comply with demand, accident resulting in death (alcohol), Failure or refusal to comply with demand, accident resulting in death (alcohol and drugs), Failure or refusal to comply with demand, accident resulting in death (drugs), Failure or refusal to comply with demand, accident resulting in death (unspecified)

05 Failure to stop after accident resulting in death, Failure to stop after accident resulting in bodily harm, Failure to stop after accident, Operation while prohibited

Table 2.7 Youth Crime

Source: Niche Records Management System (RMS), (2025/04/24)

Note:

- Youth Charges by Disposition Type
- Only charges that have had a disposition type recorded in the OPP Niche RMS application are included.
- Youth charges without a disposition type are not included which may result in under stating the actual youth charges.
- “NULL” represents blanks, or where officers did not indicate the Disposition Type, however charges were applied.

Table 2.8 Victim Referrals

Source: Niche Records Management System (RMS), (2025/04/24)

Note:

- Number of Referrals to Victim Service Agencies



Table 3.1 Motor Vehicle Collisions (MVC) by Type

Source: Ontario Provincial Police, Collision Reporting System (CRS), (2025/02/21)

Note:

- Total Motor Vehicle Collisions (Fatal Injury, Non-Fatal Injury and Property Damage Only): Reportable Fatal Injury, Non-Fatal Injury and Property Damage Only Collisions entered into the eCRS for All Motorized Vehicles (MVC-Roadway, MSV- Snowmobile and ORV-Off Road Report Type) regardless of completion/approval status.
- Alcohol/Drug Related Collisions: Reportable MVC collisions where Alcohol/Drug Involved field indicated as Yes OR Contributing Factor scored as Ability Impaired (Alcohol or Drug) OR Driver Condition reported as Had Been Drinking or Ability Impaired.
- Animal Related Collisions: Reportable MVC collisions where Contributing Factor scored as Animal OR Wildlife Involved was an Animal OR Sequence of Events was an Animal.
- Speed Related Collisions: Reportable MVC collisions where Contributing Factor scored as Excessive Speed or Speed Too Fast For Conditions OR Driver Action reported as Exceeding Speed Limit or Speed Too Fast For Conditions.
- Inattentive Related Collisions: Reportable MVC collisions where Contributing Factor scored as Inattentive OR Driver Condition reported as Inattentive.
- Persons Killed or Injured: Number of Persons Injured or Killed in Reportable MVC collisions.

Table 3.2 Primary Causal Factors in Fatal MVCs on Roadways

Source: Ontario Provincial Police, Collision Reporting System (CRS), (2025/02/21)

Note:

- Fatal Roadway Collisions where Causal is Speed Related: Reportable Fatal Roadway Collisions where Contributing Factor scored as Excessive Speed or Speed Too Fast For Conditions OR Driver Action reported as Exceeding Speed Limit or Speed Too Fast For Conditions.
- Fatal Roadway Collisions where Causal is Alcohol/Drug Related: Reportable Fatal Roadway Collisions where Contributing Factor where Alcohol/Drug Involved field indicated as Yes OR Contributing Factor scored as Ability Impaired (Alcohol or Drug) OR Driver Condition reported as Had Been Drinking or Ability Impaired.
- Persons Killed in Fatal Roadway Collisions where lack of Seatbelt/Helmet use is a Factor: Persons Killed in Reportable Fatal Roadway Collisions where Victim is fatally injured AND a vehicle occupant AND where safety equipment reported to be not used but available.
- Fatal Roadway Collisions where Causal is Inattentive Related: Reportable Fatal Roadway Collisions where Contributing Factor scored as Inattentive OR Driver Condition reported as Inattentive.
- Fatal Roadway Collisions where Causal is Animal Related: Reportable Fatal Roadway Collisions where Contributing Factor scored as Animal OR Wildlife Involved was an Animal OR Sequence of Events was an Animal.

Table 3.3 Fatalities in Detachment Area

Source: Ontario Provincial Police, Collision Reporting System (CRS), (2025/02/21)

Note:

- Fatal Incidents: Reportable Fatal Collisions by Report Type (Roadway, Marine, Off-Road Vehicle, Motorized Snow Vehicle).
- Persons Killed: Number of Involved Persons where Injury is fatal by Report Type (Roadway, Marine, Off-Road Vehicle, Motorized Snow Vehicle).
- Alcohol/Drug Related Incidents: Reportable Fatal Collisions by Report Type (Roadway, Marine, Off-Road Vehicle, Motorized Snow Vehicle) where Alcohol/Drug Involved field indicated as Yes OR Contributing Factor scored as Ability Impaired (Alcohol or Drug) OR Driver Condition reported as Had Been Drinking or Ability Impaired.

Table 3.4 Big 4

Source: Niche Records Management System (RMS) & eTicket, (2025/02/21)

Note:

- Speeding (HTA 128): Charges are based on date charged. Speeding = HTA s.128 charges.
- Seatbelt (HTA 106): Charges are based on date charged. Seatbelt = HTA s.106 charges.
- Distracted (HTA 78.1): Charges are based on date charged. Distracted = HTA s.78.1 charges.
- Impaired (CCC 320.14 & 320.15): Charges are based on date charged. Impaired = CCC s.320.14 & 320.15 charges.

Table 3.5 Charges

Source: Niche Records Management System (RMS) & eTicket, (2025/02/21)

Note:

- HTA: Charges are based on date charged. Highway Traffic Act Statute charges.
- Criminal Code Traffic: Charges are based on date charged. Criminal Code Traffic (CCC s320.13, 320.14, 320.15, 320.16, 320.17 & 320.18) charges.
- Criminal Code Non-Traffic: Charges are based on date charged. All CCC charges not included in the Criminal Code Traffic section above.
- LLCA: Charges are based on date charged. Liquor Licence and Control Act charges.
- Federal Cannabis Act: Charges are based on date charged. Cannabis Act charges.
- Provincial Cannabis Act: Charges are based on date charged. Cannabis Control Act charges.
- Controlled Drug and Substance Act: Charges are based on date charged. Controlled Drug and Substance Act charges.
- Other: Charges are based on date charged. "Other" charges is comprised of CAIA, Other Provincial & Federal Offences not already captured in sections above.

Table 4.1 Service Delivery Activity Allocations

Source: Daily Activity Reporting (DAR) System

Date: April 17, 2025

Note: Activity allocation percentages are based on the total reported hours of detachment provincial constables performing duties within their home detachment location.

Table 4.2 Hours (Field Personnel)

Source: Daily Activity Reporting (DAR) System

Date: January 20, 2025

Note:

- Total reported hours, excluding paid duties.
- Includes Provincial Constable to Sergeant ranks only.
- Excludes First Nations badge numbers.
- Excludes administrative accounts and joint services accounts.
- Excludes incomplete DAR entries and those with errors.
- Excludes General Headquarters location codes.

# CONTACT THE OPP

## REACH THE OPP BY PHONE

- Know your location: Be ready to describe your surroundings. Look for addresses, landmarks and buildings that may help identify your location.
- Call 9-1-1 if there is immediate risk to someone's life or property.
- Don't hang up, stay on the line
- Call 1-888-310-1122 for non-life-threatening incidents that require police attention
- TTY 1-888-310-1133, or Agent 511 for registered subscribers (for the Deaf, Hard of Hearing and Speech Impaired)

## PROVIDE AN ANONYMOUS TIP

- Call Crime Stoppers at 1-800-222-8477 (TIPS)
- Visit [www.crimestoppers.ca](http://www.crimestoppers.ca)

## SPEAK WITH AN OFFICER FOR ALL OTHER MATTERS

To arrange to meet an officer at a detachment, go to [www.opp.ca](http://www.opp.ca) to use the Local Detachment Finder and follow the prompts.

## REPORT AN INCIDENT ONLINE

You have the option to report select occurrences to police from the convenience of a computer.

Visit [www.opp.ca/reporting](http://www.opp.ca/reporting) to use the Citizen Self Reporting system. Specific incidents can be reported online without attending a detachment or waiting for an officer.

You can use this system to report:

- Theft Under \$5,000
- Mischief / Damage to Property Under \$5,000
- Mischief / Damage to Vehicle Under \$5,000
- Theft from Vehicle Under \$5,000
- Lost / Missing Property Under \$5,000 including a licence plate(s) or validation sticker(s)
- Theft of any type of gasoline from a gas station
- Driving Complaints
- Theft from Vehicle Under \$5,000
- Lost / Missing Property Under \$5,000 including a licence plate(s) or validation sticker(s)
- Theft of any type of gasoline from a gas station
- Driving Complaints

**Do not use this system if this is an emergency! If it is, call 9-1-1.**

**9-1-1 is for police, fire or medical emergencies only.**

Accidental, hang-up or abuse of 9-1-1 calls tie up emergency lines, communicators and officers which could result in the slower response to a real emergency, risking the safety of people who need urgent help.

## #KnowWhenToCall

If you've dialed 9-1-1 in error, stay on the line. Your call will be connected to police. Answer all questions asked by the communicator. This eliminates a lengthy follow up process that may lead to officers attending your location to ensure your safety.

**DETACHMENT BOARD  
ANNUAL REPORT**

**2024**



# NORTH BAY DETACHMENT

867 Gormanville Rd.  
North Bay, ON

P1B 8G3

Tel: 705-495-3878

Fax: 705-495-3879

Follow us on



2026 LAKE NOSBONSING OPP DETACHMENT BOARD BUDGET

OPP Detachment Board Budget  
CSPA Section 71(1)

OPP Detachment Board Budget		Nov. 12/2025		
CSPA Section 71(1)		2025		2026
	Budget	Actuals	Budget	
1 PER DIEM PAY	2,250.00	2,600.00	2,500.00	
2 CONFERENCE/COURSE/SEMINAR COSTS	4,600.00	3,321.31	8,000.00	
3 MILEAGE/CAR RENTAL	432.00	751.68	500.00	
4 MEMBERSHIPS (OAPSB, Zone 1A)	957.00	968.42	900.00	
5 PUBLIC EDUCATION	3,185.00	96.89	800.00	
6 ADVERTISING	221.00	-	300.00	
7 COMMUNITY SAFETY AND WELL BEING PLANS	-	-	-	
8 INSURANCE	3,940.00	3,888.00	4,000.00	Sep 27/25
9 ADMINISTRATION	1,500.00	1,000.00	1,500.00	
	17,085.00	12,626.30	18,500.00	
10 REMUNERATION	1,800.00	850.00	1,800.00	
	18,885.00	13,476.30	20,300.00	

2026 Property Counts\*

Bonfield  
Chisholm  
East Ferris  
Total Property Count

2026 Municipal Budgets

Bonfield	5,734.36	28%
Chisholm	3,422.42	17%
East Ferris	11,143.22	55%
	20,300.00	

\*As per letters received from OPP in the spring of previous year  
Re: 2026 Municipal Policing Billing Statement Property Count



## Kim Rose

---

**From:** Kraemer, Andrew (OPP) <Andrew.Kraemer@opp.ca>  
**Sent:** November 3, 2025 8:56 AM  
**To:** Brian Linn; Gail Degagne; Kathleen Jodouin; Kim Rose; Kirk Kelusky; Marc vaillancourt; Narry Paquette; Rick Champagne  
**Cc:** Nash, Mitch (OPP); McMullen, William (OPP)  
**Subject:** FW: Branding and Marketing of our Boards  
**Attachments:** Ontario-Provincial-Police-North-Bay-Challenge-Coin-Proof-RevisedOct2025.jpg

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Police Service Board members,

I've had an opportunity to discuss this with the other two area boards, and they are both very interested, given the need for the boards to recognize officers' achievements or community members. I've attached a recent proof of a challenge coin unique to the North Bay Detachment area.

Below is an image of the actual coin; the side displayed would be consistent across all area boards, and the other side would be unique to each board. This company has been great at working with us to develop a proof, and we've found the product to be of high quality and the prices fair.

I'll be sharing the same info with the other boards.



As far as prices go, the greater the quantity, the better the deal.... I know resources are finite. However, a one-time purchase of 30 or 50 coins would sustain the board for many years.

**Quote Items**

**Products and Services**

---

- 1. **Description**  
1.75" Standard Edge Challenge Coin
  - 2. **Price(CAD)**  
125.00
  - 3. **Quantity**  
15
  - 4. **Total**  
\$ 1875.00
- 

- 5. **Description**  
1.75" Standard Edge Challenge Coin

- 6. **Price(CAD)**  
29.95
  - 7. **Quantity**  
30
  - 8. **Total**  
\$ 898.50
- 

- 9. **Description**  
1.75" Standard Edge Challenge Coin
  - 10. **Price(CAD)**  
21.95
  - 11. **Quantity**  
50
  - 12. **Total**  
\$ 1097.50
- 

### Customization Fees

---

- 13. **Description**  
Laser Individual Names
  - 14. **Price(CAD)**  
1.00
  - 15. **Total**  
\$ 0.00
- 

- 16. **Description**  
Fancy Edges
  - 17. **Price(CAD)**  
1.00
  - 18. **Total**  
\$ 0.00
- 

- 19. **Description**  
2" Standard Edge Coin
  - 20. **Price(CAD)**  
4.00
  - 21. **Total**  
\$ 0.00
-

22. **Description**  
2-Tone Metal
23. **Price(CAD)**  
1.00
24. **Total**  
\$ 0.00

Thank you



***Andrew Kraemer***  
**A/Inspector**  
**Ontario Provincial Police**  
**Interim Detachment Commander**  
**North Bay/Powassan/Mattawa Detachments**  
**Crisis Negotiator North East Region Team Lead**  
Cell: 705-349-2587





# CHALLENGE COIN PROOF

CLIENT: ONT. PROV. POLICE - NORTH BAY

REQUESTED BY: LANDON DERK

DATE OCTOBER 6, 2025

*(TWO TONE FINISH / SOFT ENAMEL / BEVEL DIAMOND EDGE)*

**SIDE 1**



**SIDE 2**



**LASER BADGE NUMBERS**

**OUTPUT SIZE: 1.75" • QUANTITY: \_\_ UNITS**

EMBROIDERY STYLE:

- ☐ PATCH  
☐ APPLIQUE  
☐ DIRECT TO GARMENT  
☐ EPAULETTE NAVY / BLACK / OTHER

COLORS / THREADS USED:

_____	_____
_____	_____
_____	_____

APPLIQUE USED:

_____
_____

F.R. REQUIRED: YES / NO

- ☐ APPROVED AS IS  
☐ APPROVED WITH CHANGE(S) \_\_\_\_\_  
☐ **NOT APPROVED - NEW PROOF REQUESTED**

NAME (Please print) \_\_\_\_\_ SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

## Kim Rose

---

**From:** McMullen, William (OPP) <William.McMullen@opp.ca>  
**Sent:** June 23, 2025 6:51 PM  
**To:** Allison Quinn; Teresa Taillefer; Kim Rose  
**Subject:** FW: Detachment Commander Performance Feedback Form for OPP Detachment Boards  
**Attachments:** DC Performance Feedback Form 2025.pdf; DC Performance Standard Operating Procedure\_APR2025.pdf

**Follow Up Flag:** Flag for follow up  
**Flag Status:** Flagged

For our respective OPP Boards awareness.

Thank you,

Bill

---

**From:** OPP Strategy Management (OPP) <OPP.Strategy.Management@opp.ca>  
**Sent:** 5-Jun-25 8:21 AM  
**Cc:** Tout, Sean (OPP) <Sean.Tout@opp.ca>; Whitesell, Jordan (OPP) <Jordan.Whitesell@opp.ca>; Catterall, Jennifer (OPP) <Jennifer.Catterall@opp.ca>; Hartman, Lara (OPP) <Lara.Hartman@opp.ca>; Dickie, Laura (OPP) <Laura.Dickie@opp.ca>  
**Subject:** Detachment Commander Performance Feedback Form for OPP Detachment Boards

Hello Detachment Commanders,

Thank you for your patience as Strategy Management Unit has engaged with relevant groups and program areas to develop the Detachment Commander Performance Feedback Form. We are happy to share the form, an accompanying standard operating procedure (SOP), and next steps.

Section 68(1)(d) of *Community Safety and Policing Act* (CSPA) legislates that OPP detachment boards shall monitor the performance of the detachment commander. To ensure consistency across the province and to support detachment commanders in getting applicable feedback within the scope of their role, Strategy Management Unit was tasked with creating the Detachment Commander Performance Feedback Form.

In addition to engaging with Detachment Commander and Detachment Board working group members over the last few months, Strategy Management Unit had the opportunity to provide an overview of the process to OPP Detachment Board attendees of the Ontario Association of Police Service Boards (OAPSB) Annual General Meeting on June 3, 2025. Strategy Management Unit provided this overview with hopes it will limit the amount of questions Detachment Commanders will receive about the form.

**For 2025, the format for the Detachment Commander Feedback Form will be a colour-coded PDF form.** Strategy Management Unit is working with CTSB to find a technical solution that supports version control and direct routing in the future.

**Detailed information is included in the attached SOP; however, an overview of actions to be completed by Detachment Commanders is provided below:**

1. Discuss with OPP Detachment Board Chair(s) or representative(s) to determine which commitments from your 2023-2025 Detachment Action Plan will be a focus for this year and add those items (i.e. copy and paste the agreed upon action plan commitments) into the section of the form indicated by blue highlighting.
2. Email Strategy Management Unit the form with just the action plan section completed so the process can be reviewed and support can be provided as needed.
3. Receive the completed form back from OPP Detachment Board Chair(s) or representative(s) with their completed feedback in the sections indicated by green highlighting.
4. Review feedback, provide optional comments in the sections indicated by yellow highlighting, and return the form to OPP Detachment Board Chair(s) or representative(s) for final review and comment.
5. Receive final version from OPP Detachment Board Chair(s) or representative(s).
6. Email final version to Strategy Management Unit so the process can be reviewed and support can be provided as needed.

**2025 timelines will be condensed to ensure the process is complete in time to be included as reference for the formal evaluation process which takes place on a fiscal year cycle:**

- June/July – Review form and SOP, work with OPP Detachment Board(s) to determine Action Plan commitments to be included in the form.
- August 31<sup>st</sup> – Target deadline to submit form with Action Plan commitments filled in.
- Last OPP Detachment Board meeting of the calendar year – Receive feedback from OPP Detachment Board(s).
- December 31<sup>st</sup> – Provide optional feedback in Detachment Commander spaces in the form back to OPP Detachment Board(s) for review and optional comment.
- January 31<sup>st</sup> – Target deadline to submit finalized form to Strategy Management Unit.

**Other considerations:**

- This form was created based on engagement with a Detachment Commander working group, a working group of Ontario Association of Police Service Board (OAPSB) representatives, and Regional Chief Superintendents and Superintendents.
- This form was designed to be completed primarily by the OPP Detachment Board (Chair(s) or designate(s)) and limit the amount of work required by the Detachment Commander.
- This form is similar to a form some Police Service Boards used under the Police Services Act and may be familiar to Detachment Commanders and OPP Detachment Board members.
- Strategy Management Unit will be more involved during this first cycle to assist with any issues and make adjustments where needed, however the goal is to have a more automated system in place for future cycles.
- “Meetings” indicated in the SOP can include setting aside time at a scheduled meeting (in-camera) or having a discussion via phone, video conferencing (i.e. Teams), or email.
- Reports/data provided to your OPP Detachment Board(s) can be referenced in OPP Detachment Board feedback or your comments as evidence/support.

Strategy Management Unit considers this iteration of the feedback form to be “version one” and welcomes all feedback as you move through the performance feedback process.

If you have any questions or require any clarification, please reach out to [opp.strategy.management@opp.ca](mailto:opp.strategy.management@opp.ca).

Thank you,  
Strategy Management Unit

| **Strategy Management Unit** | Strategic Services Bureau | Ontario Provincial Police | 777 Memorial Avenue, Orillia, Ontario L3V 7V3 |

This information is intended only for the person, persons, entity, or entities to which it is addressed; does not necessarily represent the views of the Ontario Provincial Police; may contain information that is privileged, confidential or exempt from disclosure under the Freedom of Information and Protection of Privacy Act. If you received this communication in error, please notify us immediately by return e-mail and delete the correspondence from your computer.  
Alternative formats are available upon request.



Ontario Provincial Police

## Standard Operating Procedure

### ***Detachment Commander Performance Feedback Process from OPP Detachment Boards***

Office of Primary Responsibility (OPR)			
Unit	Strategy Management Unit		
Section	Strategy Section		
Bureau	<b>Strategic Planning and Analysis Bureau</b>		
OPR Contact Info	opp.strategy.management@opp.ca		
Version	1	Revision Date	2025-01-03
Supersedes Version		Revision Date	<a href="#">Click here to enter a date.</a>
Approvals			
Approved by	Deputy Commissioner Kari Dart		
	Deputy Commissioner Chris Harkins		
Approval Date	2025-03-01		



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**Ontario Provincial Police  
Standard Operating Procedure  
*Detachment Commander Performance Feedback Process  
from OPP Detachment Boards***

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## **1. Purpose**

This Standard Operation Procedure (SOP) provides information about the Detachment Commander Evaluation Feedback Process from OPP Detachment Boards in relation to the legislated requirement for OPP Detachment Boards to monitor the performance of the detachment commander under section 68 of the *Community Safety and Policing Act*, 2019 (CSPA).

### **Office of Primary Responsibility**

Strategic Planning and Analysis Bureau (SPAB) is the Office of Primary Responsibility (OPR) for this SOP.

The Bureau Commander of SPAB is the accountable executive for this SOP and is responsible for notifying Business Management Bureau (BMB) of any amendments required to Police Orders.

**Ontario Provincial Police  
Standard Operating Procedure  
Detachment Commander Performance Feedback Process  
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## **2. Background**

The [Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1](#) (CSPA) came into force on April 1, 2024.

The CSPA legislates the requirement for each OPP detachment to have a minimum of one (1) OPP Detachment Board. Section 68 of the CSPA outlines the role of the OPP Detachment Board. This includes the responsibility of monitoring the performance of the detachment commander.

To support OPP Detachment Boards in meeting their legislated requirements and to support detachment commanders in receiving consistent and applicable performance feedback, Strategy Management Unit led the updating and enhancing of previous detachment commander performance feedback forms.

Strategy Management Unit developed an updated form based on the CSPA and engaged with a working group of detachment commanders and a working group of OPP Detachment Board members representing the Ontario Association of Police Service Boards (OAPSB) to review and provide input on the updated form.

Based on the engagement with these two working groups, this SOP has been created to provide additional information and guidance for the completion of annual performance evaluation feedback using the Detachment Commander Performance Feedback Form.

If you have any questions, concerns, or suggestions, please contact the Strategy Management Unit at [opp.strategy.management@opp.ca](mailto:opp.strategy.management@opp.ca).

**Ontario Provincial Police  
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### **3. Strategy Management Unit**

Strategy Management Unit is a part of the Strategy Section of SPAB.

Strategy Management Unit directly supports OPP executive and senior command in the development, implementation, measurement, and reporting of strategic priorities. Strategy Management Unit ensures that strategic priorities align with legislative requirements and incorporates information related to legislative compliance in annual reporting.

Strategy Management also provides direct support to the bureau, region, and detachment leadership in the development, implementation, measurement, and reporting of action plan priorities.



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## **4. Definitions & Acronyms**

### **CSPA**

The *Community Safety and Policing Act*, 2019, S.O. 2019, c. 1, Sched. 1 is the guiding piece of legislation for this SOP and is often referred to with the acronym “CSPA”.

### **OPP Detachment Board**

When the CSPA came into force, it included legislation that created OPP Detachment Boards. OPP detachments no longer report to Police Service Boards and instead report to OPP Detachment Boards.

Per the [CSPA](#):

67 (1) There shall be an O.P.P. detachment board, or more than one O.P.P. detachment board in accordance with the regulations made by the Minister, for each detachment of the Ontario Provincial Police that provides policing in a municipality or in a First Nation reserve. 2019, c. 1, Sched. 1, s. 67 (1); 2023, c. 12, Sched. 1, s. 27 (1).

Per [O. Reg. 135/24: O.P.P. DETACHMENT BOARDS](#):

2. The following detachments of the Ontario Provincial Police are exempt from the requirement in subsection 67 (1) of the Act to have an O.P.P. detachment board:

1. The Aurora O.P.P. Detachment.
2. The Caledon O.P.P. Detachment.

Further information about the roles and responsibilities of an OPP Detachment Board are included in the CSPA and O. Reg. 135/24.

### **Detachment Commander Performance Feedback Form**

OPP Detachment Boards are responsible for monitoring the performance of a detachment commander; however, it is not the same as the formal performance evaluation detachment commanders receive from their Regional Command.

The OPP Detachment Commander Performance Feedback Form referred to in this SOP is designed to support ongoing conversations about performance between the OPP Detachment Board and the detachment commander and to be a supplementary document in the formal performance evaluation provided by Regional Command.

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Standard Operating Procedure  
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---

## 5. Authority

### ***Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1***

68 (1) The O.P.P. detachment board shall,

- (a) consult with the Commissioner regarding the selection of a detachment commander and otherwise participate, in accordance with the regulations made by the Minister, in the selection of the detachment commander;
- (b) determine objectives and priorities for the detachment, not inconsistent with the strategic plan prepared by the Minister, after consultation with the detachment commander or his or her designate;
- (c) advise the detachment commander with respect to policing provided by the detachment;
- (d) monitor the performance of the detachment commander;**
- (e) review the reports from the detachment commander regarding policing provided by the detachment; and
- (f) on or before June 30 in each year, provide an annual report to the municipalities and band councils regarding the policing provided by the detachment in their municipalities or First Nation reserves. 2019, c. 1, Sched. 1, s. 68 (1); 2023, c. 12, Sched. 1, s. 28.

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## **6. Audience & Recommended Approval Levels**

<u>Audience</u>	<u>Approval Level</u>
<input checked="" type="checkbox"/> OPP Detachment Board Members (external to OPP)	Commissioner
<input checked="" type="checkbox"/> All OPP Employees	Commissioner
<input checked="" type="checkbox"/> All Detachment Commanders & Regional Command	Provincial Command
<input type="checkbox"/> Uniform members Only	Provincial Command
<input type="checkbox"/> Civilian Members Only	Provincial Command
<input type="checkbox"/> Other	Region/Bureau Command

**Ontario Provincial Police  
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---

## **7. Responsibilities**

### **Strategic Planning and Analysis Bureau**

Strategic Planning and Analysis Bureau is responsible for overseeing the following:

- the review and, if required, updating of this SOP on an annual basis;
- the consultation of appropriate stakeholders prior to any changes made; and
- the creation and maintenance of an archive of previous versions and revision approvals.

### **Strategy Management Unit**

Strategy Management Unit is responsible for the following:

- reviewing and, if required, updating this SOP on an annual basis;
- consulting stakeholders prior to making any changes;
- maintaining an archive of previous versions of this SOP and revision approvals;
- communicating with OPP employees and OPP Detachment Boards about changes to the SOP and for other reasons as described in this SOP; and
- arranging additional engagement meetings with stakeholders as necessary.

### **Detachment Commanders**

Detachment Commanders are responsible for the following:

- reviewing this SOP for information and actions related to their role;
- reading and understanding the applicable SOP sections to their specific responsibilities;
- communicating concerns or discrepancies, errors, or omissions related to this SOP to their supervisor; and
- regularly reviewing Strategy Management Unit SharePoint for SOP updates.

### **Regional Chief Superintendents**

Regional Chief Superintendents are responsible for the following:

- reviewing this SOP for information and actions related to their role;
- reading and understanding the applicable SOP sections to their specific responsibilities;
- communicating concerns or discrepancies, errors, or omissions related to this SOP to the Strategy Management Unit; and
- regularly reviewing the Strategy Management Unit SharePoint for SOP updates.

### **OPP Detachment Board Members**

OPP Detachment Board Members are responsible for the following:

- reviewing this SOP for information and actions related to their roles;
- reading and understanding the applicable SOP sections to their specific responsibilities;
- communicating concerns or discrepancies, errors, or omissions related to this SOP to the detachment commander; and
- reviewing SOP updates sent to the OPP Detachment Boards.

**Ontario Provincial Police  
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---

## **8. Reference Documents**

Detachment Commander Evaluation Feedback Form (PDF) – Appendix A



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## **9. Retention Requirements**

SOP - 6750 MANUALS MGT

Retention – Destroy 2 years after the document is updated or replaced.  
Previous versions will be kept for reference.

Policy Related Materials - PP2200 DIRECTIVS -OP POLICIES

Archive CCY+10 years after superseded or obsolete.

Ontario Provincial Police  
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## 10. Privacy/Confidentiality

An in-progress or completed Detachment Commander Performance Feedback Form is to be shared **only** with the parties directly involved, namely:

- OPP Detachment Board members of that detachment
- Detachment commander of that detachment
- Members of OPP senior command responsible for the supervision of that detachment commander

## 11. Standard Operations Procedures

### Initial Review of Evaluation Feedback Outline

#### Purpose

The purpose of this initial review and discussion between the OPP Detachment Board(s) and the Detachment Commander is to ensure a shared understanding of the performance evaluation feedback process. In this discussion, the OPP Detachment Board and Detachment Commander will:

- review the Detachment Commander Performance Feedback Form;
- set expectations for both parties; and
- develop the feedback criteria related to the Detachment Action Plan Commitments.

#### Process

The OPP Detachment Board(s) – does not need to be the full Board, could be the Chair(s) and/or designated representative(s) – and the applicable Detachment Commander should meet within the first three months of the calendar year to review the Detachment Commander Performance Feedback Form and address any related questions or concerns. It is advisable to meet as early as possible in the year, to allow for any necessary review and follow up. This could involve setting aside time in their meeting agenda to meet in-camera (not publicly) about performance or meeting at a separate time.

OPP Detachment Board(s) members/Chair(s) and the Detachment Commander will work together to determine which Action Plan Commitments will be prioritized during the upcoming calendar year and what supporting activities are recommended in order to meet those commitments. This will be done in a way that acknowledges community members' experiences and concerns, as well as the feasibility of certain activities during that time.

The Detachment Commander Performance Feedback Form with the Detachment Action Plan Commitments section completed digitally must be submitted to Strategy Management Unit ([opp.strategy.management@opp.ca](mailto:opp.strategy.management@opp.ca)) for records keeping and compliance purposes.

The Detachment Commander Performance Feedback Form is not intended to be and **should not be printed**. Printing creates risks in privacy, confidentiality, and tracking.

Note: The Action Plan Commitments and supporting activities are intended to guide the detachment priorities for the year, however there must be an understanding that community safety needs and policing are dynamic, and some adjustments may need to be made at the mid-year review.

#### Initial Review Timeline

Initial review and Detachment Action Plan Commitments section (highlighted in light blue on the Detachment Commander Performance Feedback Form) must be completed and submitted to Strategy Management Unit ([opp.strategy.management@opp.ca](mailto:opp.strategy.management@opp.ca)) by March 31<sup>st</sup>.

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## Mid-Year Review

### Purpose

The purpose of the mid-year review of the Detachment Commander Performance Feedback Form is to ensure that the commitments and activities agreed to at the beginning of the year still align with the priorities of the community/communities and the detachment. This review is meant to:

- support ongoing discussions related to expectations and results;
- assist in addressing any concerns from OPP Detachment Board(s) members or the Detachment Commander related to commitments and performance; and
- facilitate any changes that need to be made to the criteria/activities included in the Detachment Action Plan Commitments section.

### Process

The OPP Detachment Board(s) members/Chair(s) and the applicable Detachment Commander should meet around the midway point of the calendar year (June/July) to review the Detachment Commander Performance Feedback Form. Understanding that not all OPP Detachment Boards meet over the summer months, it is advisable to meet beforehand.

OPP Detachment Board(s) members/Chair(s) and the Detachment Commander will meet to review the Detachment Commander Performance Feedback Form and address any current concerns based on expectations set out in the initial meeting. This may include adjusting or adding commitments and supporting activities to the Detachment Action Plan Commitments section.

If changes are made, the updated version of the Detachment Commander Performance Feedback Form must be submitted to the Strategy Management Unit ([opp.strategy.management@opp.ca](mailto:opp.strategy.management@opp.ca)).

Reminder: The Detachment Commander Performance Feedback Form is not intended to be and **should not be printed**. Printing creates risks in privacy, confidentiality, and tracking.

### Mid-Year Review Timeline

The mid-year review should take place around the midway point of the year (June/July) and must be completed by the end of August. Any changes must be submitted to Strategy Management Unit ([opp.strategy.management@opp.ca](mailto:opp.strategy.management@opp.ca)) by August 31<sup>st</sup>.

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---

## Year End Review – Providing Feedback and Submission to Regional Command

### Purpose

The purpose of the year end review is to complete the Detachment Commander Performance Feedback Form for submission to Regional Command for inclusion in the Detachment Commander's formal performance evaluation.

### Process

Based on information shared throughout the year by the Detachment Commander, the OPP Detachment Board(s) members/Chair(s) should complete the Detachment Commander Performance Feedback Form sections under the titles highlighted in light green:

- Detachment Commander Duties sections (Legislated Requirements): Feedback
- Detachment Action Plan Commitments section: Feedback
- Additional Comments from the OPP Detachment Board section: Feedback

Detachment Board(s) members/Chair(s) should ensure their feedback is based on the following:

- The current Detachment Commander
- Reports provided to them by the Detachment Commander or their designate
- Activities undertaken by the detachment under the leadership of the current Detachment Commander

Items that are not within the scope of performance feedback include:

- Staffing (ex. shortages, change in Detachment Commanders)
- Legislative/legal concerns

Note: OPP Detachment Board(s) members/Chair(s) should NOT fill out the optional response sections until the Detachment Commander has reviewed and provided their comments.

Once the OPP Detachment Board(s) members/Chair(s) has completed their feedback, the Detachment Commander will complete the comments/response sections under the subtitles highlighted in yellow. This allows for the Detachment Commander to add to and acknowledge the feedback provided by the OPP Detachment Board.

Once this is complete, the OPP Detachment Board(s) members/Chair(s) can fill in the optional response fields and address anything raised by the Detachment Commander in their comments. Upon final review, the designated OPP Detachment Board representative and the Detachment Commander should add their digital signatures to the form and each file a copy.

Reminder: The Detachment Commander Performance Feedback Form is not intended to be and **should not be printed**. Printing creates risks in privacy, confidentiality, and tracking

**Ontario Provincial Police  
Standard Operating Procedure  
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### **Year End Timeline**

The OPP Detachment Board(s) members/Chair(s) should have the Detachment Commander Performance Feedback Form completed and ready for discussion for or around the same time as their last meeting of the calendar year.

The Detachment Commander should review and provide comments/response to the OPP Detachment Board(s) in the appropriate sections of the Detachment Commander Performance Feedback Form no later December 31<sup>st</sup>.

The OPP Detachment Board(s)/Chair(s) should review and provide any optional comments/response to the Detachment Commander in the appropriate sections of the Detachment Commander Performance Feedback Form no later than January 31<sup>st</sup>.

Once final comments/response have been sent back to the Detachment Commander and both parties have digitally signed the document, the finalized feedback in the Detachment Commander Performance Feedback Form will be provided to the corresponding Regional Command for inclusion in the Detachment Commander's formal performance evaluation.



**Ontario Provincial Police  
Standard Operating Procedure  
Detachment Commander Performance Feedback Process  
from OPP Detachment Boards**

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## **Full Process Timeline Overview**

**January:** Complete any outstanding sections/steps from the year prior.

**January 31<sup>st</sup>:** Final due date for the previous year's completed Detachment Commander Performance Feedback Form to be submitted to Regional Command.

**January-March:** OPP Detachment Board(s)/Chair(s) and detachment commander meet to review the Detachment Commander Performance Feedback Form, set expectations for both parties, and determine the criteria related to Detachment Action Plan Commitments. Note: this meeting(s) should take place when activities from the previous year are complete.

**March 31<sup>st</sup>:** Due date for current calendar year Detachment Action Plan Commitments section to be completed and submitted to Strategy Management Unit.

**June-July:** OPP Detachment Board(s)/Chair(s) and detachment commander meet to: review the Detachment Commander Performance Feedback Form and discuss results so far; address any concerns related to commitments and performance; and facilitate any changes that need to be made to the criteria/activities included in the Detachment Action Plan Commitments section.

**August 31<sup>st</sup>:** Submit any updates/changes made to the Detachment Action Plan Commitments section to Strategy Management Unit.

**Last meeting of the calendar year:** OPP Detachment Board(s)/Chair(s) shares the Detachment Commander Performance Feedback Form with their sections completed with the Detachment Commander for discussion.

**December 31<sup>st</sup>:** Deadline for the Detachment Commander to provide written comments/response in the Detachment Commander Performance Feedback Form to the OPP Detachment Board(s)/Chair(s) for review and optional response.

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## **Other Considerations**

### **Change in Detachment Commander**

The Detachment Commander Performance Feedback Form and the associated timelines have been created to support the ideal situation of having the same Detachment Commander through an entire calendar year, however it is acknowledged that this is not always the case.

If a new Detachment Commander is put in place with four (4) or more months left in the calendar year, at the first meeting with the new detachment commander, the OPP Detachment Board(s)/Chair(s) should provide an overview of the Detachment Commander Performance Feedback Form and an opportunity to discuss and amend the Detachment Action Plan Commitments section.

Any changes made should be submitted to Strategy Management Unit ([opp.strategy.management@opp.ca](mailto:opp.strategy.management@opp.ca)).

If the previous Detachment Commander was in place for eight (8) or more months of the calendar year, the OPP Detachment Board(s)/Chair(s) should provide feedback to that Detachment Commander.

### **Other Significant Changes to Detachment Operations**

The timeline for completion of the Detachment Commander Performance Feedback Form includes a mid-year review with the ability to amend the information in the Detachment Action Plan section, however if a significant event or change has taken place before or after the mid-year, the OPP Detachment Board(s) and/or a detachment commander can recommend changes be made to that section outside of the scheduled mid-year review. Examples include changes to a detachment's service area (ex. a community has transitioned from a municipal service to the OPP) or a major critical incident that required significant resources from the detachment.

### **Misalignment**

If there is misalignment between the OPP Detachment Board(s) and the Detachment Commander at any step in the Detachment Commander Performance Feedback Form process, support can be requested from the Strategy Management Unit.



# OPP Detachment Board Detachment Commander Performance Feedback Form

**OPP Detachment Board:**  
**OPP Detachment:**  
**Detachment Commander:**  
**Date** *(new or updated)*:

## 1. Legislated Requirements

Considering detachment board reports received and meetings with the OPP Detachment Commander over the evaluation period, what feedback does the Board have about the following?

### Detachment Commander Duties

### Feedback

The detachment commander provided the OPP detachment board with reports regarding policing provided by the detachment at the board's request (CSPA s. 68 (2)).

The detachment commander or their designate consulted with their OPP detachment board to determine objectives and priorities for the detachment, not inconsistent with the strategic plan prepared by the Minister (CSPA s. 68 (1)(b)).

The detachment commander ensured that their detachment provided policing in accordance with the local policies of his or her OPP detachment board (CSPA s. 69 (3)).

The detachment commander, in accordance with the regulations, prepared and adopted a local action plan for the provision of policing provided by the detachment (CSPA s. 70 (1)).

### Comments/Response from the Detachment Commander

### Response from the OPP Detachment Board *(optional)*

## 2. Legislated Requirements Continued

Considering the data and reports received from the OPP Detachment Commander over the evaluation period, what feedback does the Board have about the Detachment Commander ensuring the following policing functions were provided adequately and effectively by the detachment?

### Detachment Commander Duties

### Feedback

**Crime prevention:** crime prevention shall involve the provision of crime prevention initiatives, including community-based crime prevention initiatives.

**Law enforcement:** community patrol (general and directed), criminal intelligence process, crime analysis, and investigative supports.

**Maintaining the public peace:** maintaining the public peace shall include the functions of a public order unit that shall have the capacity to deploy to a public order incident and be deployed in a reasonable time.

**Emergency response:** response to emergency calls for service shall be provided 24 hours a day including a tactical unit, hostage rescue team, incident commander, crisis negotiator, and explosive disposal, and must be deployed within a reasonable time.

**Assistance to victims of crime:** victims of crime shall be offered assistance as soon as possible and shall be provided with referrals to, as appropriate in the circumstances, emergency services, health care professionals, victim support agencies, social service agencies and other appropriate governmental, non-governmental or community organizations.

### Comments/Response from the Detachment Commander

### Response from the OPP Detachment Board *(optional)*

### 3. Detachment Action Plan Commitments

Considering the data and reports received from the OPP Detachment Commander over the evaluation period, what feedback does the Board have about the Detachment Commander ensuring the detachment met the commitments/goals included in the Detachment Action Plan for this year? *(List up to 5)*

Commitment	Supporting Activities	Feedback
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Comments/Response from the Detachment Commander

Response from the OPP Detachment Board *(optional)*

#### 4. Additional Feedback

##### Prompt

##### Feedback

Please provide any **examples of excellence** the Detachment Commander has demonstrated over the evaluation period.

Please describe any **opportunities for development** for the Detachment Commander based on the evaluation period.

Please provide any **other feedback** related to the Detachment Commander from the evaluation period.

##### Comments/Response from the Detachment Commander

*Example: Most impactful ongoing initiatives and projects*

##### Response from the OPP Detachment Board (optional)

#### 5. Digital Signatures

OPP Detachment Board Representative

Detachment Commander