



**IGNACE/OJIBWAY NATION OF SAUGEEN OPP DETACHMENT BOARD**  
**CONSEIL DU DÉTACHEMENT D'IGNACE ET DE LA PREMIÈRE**  
**NATION OJIBWAY DE SAUGEEN DE LA POLICE PROVINCIALE**

**DRYDEN OPP DETACHMENT**  
**DÉTACHEMENT DE DRYDEN DE LA POLICE PROVINCIALE**

Ignace/Ojibway Nation of Saugeen OPP  
Detachment Board  
c/o Township of Ignace  
34 Hwy 17 West, P.O. Box 248  
Ignace, ON P0T 1T0  
T: (807) 934-2202  
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## **AGENDA**

**Wednesday, November 19, 2025 @ 1:00 pm**  
**Multi- Purpose Room**

**Zoom Link:** <https://us06web.zoom.us/j/87335208988?pwd=dFflYmGo2PH6a3x2BsPOGCIaZjhheQ.1>

**Meeting ID: 873 3520 8988**

**Passcode: 389479**

### **Acknowledgement of the Lands**

- 1. Call to Order**
- 2. Motion to Approve the Agenda**
- 3. Declarations of Pecuniary Interest and the General Nature Thereof**
- 4. Minutes of the Previous Meeting**
  - 4.1 September 17, 2025**
- 5. Unfinished Business**
  - 5.1 Terms of Reference**
  - 5.2 Procedure By-Law**
- 6. New Business**
  - 6.1 OACP & OAPSB Zone 1 Joint Meeting - Brad/Janet Update**
  - 6.2 2026 OAPSB Spring Conference & AGM - Attendance**
  - 6.3 Budget 2026 - Draft**
  - 6.4 New Logo**
    - 6.4.1 Logo Sample**
    - 6.4.2 Standard Operating Procedures - OPP Detachment Board Standardized Branding/Logo Use**
- 7. Correspondence**
  - 7.1 Inspector General of Policing of Ontario Correspondence**
    - 7.1.1 Inspector General Memo #7**
    - 7.1.2 Risk-Based Compliance and Enforcement Framework**
    - 7.1.3 Advisory Bulletin 2.1: Board and Committee Meetings**
    - 7.1.4 Police Service Advisors - Board & Police Service Assignments**

**7.2 Letter from the Honourable Michael S. Kerzner, Solicitor General**

**7.2.1 OPP Cost Recovery Model**

**7.3 OAPSB Quarterly Newsletter**

**7.3.1 Edition 3 - July to September 2025**

**7.4 OAPSB Training & Communications Team**

**7.4.1 New Resource: Board Communication Policy Template - Strengthening Transparency and Public**

**8. Reports**

**8.1 OPP Quarterly Reports**

**8.1.1 Q3 - Ignace PSB Report**

**9. Committee Members "Round Table Discussion"**

**10. Adjourn**

4.1

Ignace/Ojibway Nation of Saugeen OPP Detachment Board

September 17, 2025

1:00 p.m. - Multi Purpose Room

## MINUTES

**Members**

Mayor Kim Baigrie  
Brad Greaves - Community Rep.  
Penny Lucas - Provincial Rep.

**Regrets**

Cllr. Janet Lett

**Ontario Provincial Police**

Sgt. Les McGrayne  
Staff Sgt. Mitchell Davis  
Matt LeBlanc - Acting Detachment Commander

**Staff**

Aaron Gullins, CAO  
Lesley Sterling, Clerk/Treasurer  
Roxanne Cox, Deputy Clerk

### Land Acknowledgement

**1. Call to Order**

The Meeting of the Ignace/Ojibway Nation of Saugeen OPP Detachment Board be called to order this 17th day of September 2025 at 1:15 p.m.

**CARRIED**

**2. Approval of Agenda**

**Motion # 10/2025**

**Moved by: Brad Greaves**

**Seconded by: Penny Lucas**

**THAT**, the Ignace/Ojibway Nation of Saugeen OPP Detachment Board approve the agenda for this meeting dated the 17th day of September 2025, as Amended.

**Add: 5.2 - Board Branding Name**

**CARRIED**

**3. Declarations of Pecuniary Interest and the General Nature Thereof**

None

#### 4. Minutes of the Previous Meeting

**Motion # 11/2025**

Moved by: Penny Lucas

Seconded by: Brad Greaves

THAT, the Ignace/Ojibway Nation of Saugeen OPP Detachment Board approve the Minutes of May 7<sup>th</sup>, 2005 at this meeting of 17<sup>th</sup> day of September 2025, as Presented.

CARRIED

#### 5. Unfinished Business

##### 5.1 Board Member Recruitment

Roxanne has attempted to contact an individual from the Ojibway Nation of Saugeen; however, no calls have been returned.

A letter previously sent by the Clerk to the Chief was provided to the Board Members. The letter requested confirmation as to whether the Band Council is willing to appoint a representative to sit on the Board.

**Motion # 12/2025**

Moved by: Brad Greaves

Seconded by: Penny Lucas

THAT, Members of the Ignace/Ojibway Nation of Saugeen OPP Detachment Board approve the recruitment of an additional Board Member representing the Indigenous Community.

CARRIED

##### 5.2 Board Branding Name

**Motion # 13/2025**

Moved by: Penny Lucas

Seconded by: Brad Greaves

THAT the Members of the Ignace/Ojibway Nation of New Saugeen OPP Detachment Board approve By-Law 02.2025 Being a By-Law to Adopt an OPP Detachment Board Operating Name and repeal/replace By-Law 01.2025, and that the correct name be Ignace/Ojibway Nation of Saugeen OPP Detachment Board.

CARRIED

## 6. New Business

### 6.1 Swearing in of Board Members

All members were sworn in, with the exception of Janet Lett. The Clerk will arrange for her to complete the swearing-in at the Town Office

### 6.2 Terms of Reference - Draft

- Section 4 - 1<sup>st</sup> bullet First bullet should read 3 members (two Council members, one community representative)
- Section 4 - Eligibility Remove second bullet
- Section 4 - Terms of Appointment First bullet reword and confirm with province and OAPSB rules
- Section 7 - Community Engagement Remove second bullet

#### Motion # 14/2025

Moved by: Brad Greaves

Seconded by: Penny Lucas

THAT the Members of the Ignace/Ojibway Nation of Saugeen OPP Detachment Board approve the Draft Terms of Reference, including the proposed additions and corrections, and request that the final Terms of Reference be presented for approval at the next Board meeting.

Carried

### 6.3 Procedure By-Law Draft

- Section 11 - Public Participation Period after delegations and remove remaining sentence

#### Motion # 15/2025

Moved by: Brad Greaves

Seconded by: Penny Lucas

THAT the Members of the Ignace/Ojibway Nation of Saugeen OPP Detachment Board approve the Draft Procedure By-Law, including the proposed additions and corrections, and request that the final Procedure By-Law be presented for approval at the next Board meeting.

Carried

#### **6.4 2025 OAPSB Conference in London - Kim Baigrie/Penny Lucas**

Mayor Kim Baigrie and Penny Lucas attended the 2025 OAPSB Conference. They reported that it was a full three-day event with multiple sessions and networking opportunities. While somewhat overwhelming, they found it to be very informative and valuable for making connections. They noted that the OAPSB was very helpful, and there remains work to be done to achieve full compliance.

### **7. Correspondence**

#### **7.1 New OPP Detachment**

Mayor Baigrie reported that Council has submitted a letter expressing their disappointment regarding the location of the new building. Council indicated a preference for the building to be situated along the highway corridor and noted their concern that they were not consulted during the location decision process.

### **8. Reports**

#### **8.1 OPP Quarterly Reports**

Staff Sgt. Mitchell Davies reviewed the 2025 Second Quarter Report (April–June) with the Board, as provided in the meeting package.

### **9. Committee Members Round Table Discussion**

A member raised concerns regarding cyclists and ATV/quads operating on the wrong side of the road. The member requested that an educational presentation be considered to promote safe riding practices and raise community awareness.

10. Adjournment

Motion # 16/2025

Moved by: Brad Greaves

Seconded by: Penny Lucas

THAT, the Meeting of the Ignace/Ojibway Nation of Saugeen OPP Detachment Board be adjourned this 17<sup>th</sup> day of September, 2025, at 2:13 pm.

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Mayor Kim Baigrie, Chairperson

# 5.1

# TERMS OF REFERENCE (TOR)

## Ignace/Ojibway Nation of Saugeen OPP Detachment Board

### 1. Background & Authority

The Ignace/Ojibway Nation of Saugeen OPP Detachment Board ("the Board") is established under the *Community Safety and Policing Act, 2019 (CSPA)*, Ontario Regulation 120/20, and directives of the Ministry of the Solicitor General.

The Board provides civilian governance, oversight, and community input into policing delivered by the Ontario Provincial Police (OPP) to the Township of Ignace and the Ojibway Nation of Saugeen.

The creation of this joint board reflects a shared commitment to community safety, respect for Indigenous self-determination, and collaboration between municipal and First Nation partners.

### 2. Purpose

The purpose of the Board is to:

1. Represent local and Indigenous community interests in policing governance.
2. Provide input into policing objectives, priorities, and policies for the Ignace/Ojibway Nation of Saugeen OPP Detachment area.
3. Enhance public confidence in policing through transparency, accountability, and cultural respect.
4. Support a collaborative approach to safety and well-being that includes Indigenous perspectives, traditions, and community priorities.

### 3. Mandate

The Board shall:

- **Consultation & Planning**
  - Work with the Detachment Commander in developing policing objectives, policies, and priorities.
  - Contribute to the **Community Safety and Well-Being (CSWB) Plan** for the region.
- **Oversight & Accountability**
  - Monitor the performance of the Detachment Commander.
  - Participate in the recruitment/selection of the Detachment Commander, if required.
  - Provide input into resource allocation and service delivery within the detachment.
- **Community Engagement**
  - Serve as a bridge between the OPP and community members.
  - Facilitate dialogue, public input, and outreach, including culturally appropriate engagement with Ojibway Nation of Saugeen citizens and Elders.

- **Advisory Role**

- Make recommendations to the OPP and Ministry of the Solicitor General on local policing matters.
- Support reconciliation and culturally responsive policing practices.

## 4. Composition of the Board

1. The Board shall consist of **5 members**, appointed as follows:
  - **Township of Ignace** – 3 members (two Council members and one community representative appointed by Council of the Township of Ignace).
  - **Indigenous community member, preferably representing Ojibway Nation of Saugeen** – 1 member (may be council members, Elders, or community representatives appointed by the Ojibway Nation of Saugeen or by Council of the Township of Ignace, if the Ojibway Nation of Saugeen does not provide a candidate).
  - **Provincial Appointee** – 1 member (appointed by the Ministry of the Solicitor General).
2. **Eligibility:**
  - Members must be at least 18 years of age, residents or citizens of the represented community, and free of disqualifications under the CSPA.
  - Members must complete required Ministry training.
3. **Term of Appointment:**
  - The term of office for a member appointed by the Council of the Township of Ignace or the Band Council of the Ojibway Nation of Saugeen shall be set out by the municipality or First Nation in the member's appointment, but shall not exceed the term of office of the municipality or band council that appointed the member. The term of office for a member appointed by the Minister shall be set out by the Minister in the member's appointment.
  - After their term ends, members can continue in their role until a successor is appointed or until six months after their term expires, whichever comes first.
  - Members may be reappointed for consecutive terms, with no limits on the maximum number of terms
  - Vacancies shall be filled by the appointing body within 90 days.
4. **Alternates:**
  - Each appointing authority may name an alternate to serve in the absence of a regular member, as permitted by regulation.

## 5. Roles and Responsibilities

### a) The Board as a Whole

- Provide strategic governance (not operational direction).
- Respect confidentiality and privacy requirements.

- Promote equity, diversity, and reconciliation in policing practices.

### b) Chair

- Presides over meetings, maintains order, and ensures fairness.
- Represents the Board to councils, the OPP, and the public.
- Ensures adherence to the Terms of Reference and Board by-laws.

### c) Vice-Chair

- Assists the Chair and assumes their duties in their absence.

### d) Individual Members

- Prepare for and actively participate in meetings.
- Declare any conflicts of interest.
- Serve as liaisons to their appointing communities.

## 6. Meetings & Procedures

1. **Frequency:** The Board shall meet at least **quarterly (4 times per year)** and more often if required.
2. **Notice & Agendas:**
  - Public notice of meetings will be posted at least 7 days in advance.
  - Agendas will be circulated to members at least 3 days prior to meetings.
3. **Quorum:** A majority of the appointed members constitutes quorum.
4. **Public Access:** Meetings are open to the public, except when matters fall under closed-session provisions of the CSPA (e.g., personal information, legal matters, security issues).
5. **Decision-Making:**
  - Motions require a majority vote of members present.
  - Tie votes mean the motion is lost.
6. **Minutes & Records:**
  - Minutes shall be recorded and approved at the next meeting.
  - Approved minutes shall be public, except closed-session content.

## 7. Community Engagement

- The Board will seek input from citizens through public meetings, surveys, or delegations.
- Annual community engagement sessions will be hosted jointly in Ignace and Saugeen.

## 8. Reporting & Accountability

- The Board shall prepare an **Annual Report** to:
  - Township of Ignace Council
  - Ojibway Nation of Saugeen Council
  - Ministry of the Solicitor General

- The public (via posting and community meeting)

The Annual Report will include:

- Policing priorities for the detachment.
- Activities of the Board.
- Community engagement initiatives.
- Performance measures and outcomes.

## 9. Code of Conduct

- Members shall act with integrity, impartiality, and in the best interests of the communities served.
- Members shall adhere to:
  - The **Code of Conduct for Police Services Board Members** (Ontario Regulation 421/97).
  - The *Municipal Conflict of Interest Act*.
- Members shall not interfere with day-to-day police operations.

## 10. Resources & Support

- Administrative support will be provided by the Township of Ignace.
- The Board may establish committees, working groups, or invite advisors (including Elders or cultural knowledge keepers) to support its work.

## 11. Amendments & Review

- The Terms of Reference shall be reviewed every **four years** or sooner if required by legislation or mutual agreement.
- Amendments must be approved by a majority vote of the Board and communicated to the Township of Ignace Council, the Ojibway Nation of Saugeen Council, and the Ministry of the Solicitor General.

## 12. Effective Date

This Terms of Reference shall take effect on the date it is formally adopted by resolution of the Board.

# 5.2

# PROCEDURAL BY-LAW

## Ignace/Ojibway Nation of Saugeen OPP Detachment Board

### 1. TITLE AND PURPOSE

1.1 This By-law may be cited as the "*Procedural By-law of the Ignace/Ojibway Nation of Saugeen OPP Detachment Board.*"

1.2 The purpose of this By-law is to establish rules governing the proceedings, administration, and conduct of the Board to ensure openness, transparency, efficiency, and accountability in fulfilling its statutory responsibilities under the *Community Safety and Policing Act, 2019 (CSPA)*.

### 2. DEFINITIONS

In this By-law:

- "**Act**" means the *Community Safety and Policing Act, 2019*.
- "**Board**" means the Ignace/Ojibway Nation of Saugeen OPP Detachment Board.
- "**Chair**" means the member elected or appointed to preside over meetings of the Board.
- "**Vice-Chair**" means the member elected or appointed to act in the absence of the Chair.
- "**Member**" means a duly appointed member of the Board.
- "**Detachment Commander**" means the officer in charge of the OPP Detachment serving the Board's jurisdiction.

### 3. AUTHORITY

3.1 The Board is established under the *Community Safety and Policing Act, 2019* and operates in accordance with its provisions and regulations.

3.2 Nothing in this By-law shall override the requirements of the Act.

### 4. COMPOSITION OF THE BOARD

4.1 The Board shall be composed of the members appointed pursuant to the Act and regulations, representing:

- The Township of Ignace;
- The Indigenous community, preferably representing Ojibway Nation of Saugeen; and
- Provincial appointees as applicable.

## **5. ROLE OF THE BOARD**

5.1 The Board shall:

- a) Advise the Detachment Commander with respect to policing provided by the Ontario Provincial Police in the Board's jurisdiction;
- b) Monitor the performance of the OPP in the community;
- c) Participate in the development of policing action plans, initiatives, and priorities;
- d) Engage with the community on policing matters;
- e) Ensure that community safety and well-being planning is supported.

## **6. OFFICERS**

6.1 The Board shall, at its first meeting each year, elect a Chair and Vice-Chair from among its members.

6.2 The Chair shall preside at all meetings, maintain order, decide questions of procedure, and represent the Board.

6.3 In the absence of the Chair, the Vice-Chair shall act with all powers of the Chair.

## **7. MEETINGS**

### **7.1 Regular Meetings**

- The Board shall hold a minimum of four (4) regular meetings each calendar year.
- A schedule of regular meetings shall be adopted annually.

### **7.2 Special Meetings**

- May be called by the Chair or upon written request of a majority of the Members.

### **7.3 Notice of Meetings**

- Public notice of all regular meetings shall be provided on the Township of Ignace website or posting locations.

### **7.4 Quorum**

- A majority of appointed Members constitutes a quorum.
- If quorum is lost, the meeting shall be adjourned or recessed.

### **7.5 Open and Closed Meetings**

- Meetings shall be open to the public, except as permitted under the Act where confidential matters (e.g., personnel, litigation, security) are discussed.

## **8. AGENDA AND MINUTES**

- 8.1 The agenda shall be prepared by the Secretary in consultation with the Chair.
- 8.2 Agendas shall be distributed to Members at least three (3) business days before a regular meeting.
- 8.3 Minutes of each meeting shall be recorded, adopted by the Board, and posted publicly (except closed session minutes).

## **9. DECISION MAKING**

- 9.1 Decisions shall be made by majority vote of Members present.
- 9.2 In the event of a tie, the motion shall be deemed defeated.
- 9.3 Voting shall be by show of hands unless otherwise required.

## **10. CONDUCT**

- 10.1 Members shall adhere to the Code of Conduct prescribed under the Act.
- 10.2 Members shall declare any conflict of interest and refrain from voting or participating in the related discussion.

## **11. PUBLIC PARTICIPATION**

- 11.1 The Board shall encourage public attendance and may provide opportunities for community presentations or delegations.

## **12. AMENDMENT OF BY-LAW**

- 12.1 This By-law may be amended at any regular meeting of the Board by majority vote, provided written notice of the proposed amendment has been given at the previous meeting.

## **13. EFFECTIVE DATE**

- 13.1 This By-law shall come into force on the date of its adoption by the Board.

ENACTED AND PASSED this \_\_\_ day of \_\_\_\_\_, 2025.

# 6.2

CONFERENCE

## 2026 Spring Conference & AGM

🕒 June 03 - June 05



### 2026 IN PERSON SPRING CONFERENCE & ANNUAL GENERAL MEETING

OAPSB Conference Chair Lisa Darling invites all members and partners to the 2026 Spring Conference & AGM. The Ontario Association of Police Service Boards' 2026 Spring Conference and AGM is being held in person!

**OPP Detachment:**  
May 31 – June 2, 2026

**Municipal Boards:**  
June 1 – 3, 2026

**The Brock Niagara Falls – Fallsview  
Niagara Falls, Ontario**

**REGISTRATION OPENS SOON**

[← Previous](#)

[See All](#)

[Next →](#)



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# 6.3



**IGNACE/OJIBWAY NATION OF SAUGEEN OPP DETACHMENT BOARD  
CONSEIL DU DÉTACHEMENT D'IGNACE ET DE LA PREMIÈRE  
NATION OJIBWAY DE SAUGEEN DE LA POLICE PROVINCIALE**

**DRYDEN OPP DETACHMENT  
DÉTACHEMENT DE DRYDEN DE LA POLICE PROVINCIALE**

## **2026 Estimated Police Board Operating Expenses Report**

Prepared by Lesley Sterling, Clerk Treasurer for the Township of Ignace  
2025-11-13

Under Ontario's *Community Safety and Policing Act*, 2019 and its implementing regulation O. Reg 135/24: O.P.P. Detachment Boards, a local OPP Detachment Board must prepare an annual estimate of its operating expenses **excluding the remuneration of board members** (as this falls to the appointing municipalities). These operating expenses are to be split between the appointing municipalities and First Nations.

Since the regulations state that all members, except the Provincial appointee, are to be appointed by the Council of the Township of Ignace, there is no other group to split costs and all police services board expenses will be included in the 2026 Township of Ignace budget. In addition, it is not the board's responsibility to budget for policing services provided by the OPP; again, this falls to the Township of Ignace.

### **Estimated Police Board Operating Expenses for 2026:**

#### **Memberships**

- OAPSB membership      **\$175.00**      *To be confirmed by OAPSB*
- Zone 1 fees              **\$150.00**      *2026 renewal invoice received*

#### **Insurance**

- Westland Insurance      **\$3,500.00**      *Estimate based on 2025 actual cost*

#### **Professional development and training**

- OAPSB Conference      **\$1,550.00 / \$3,100.00**      *Two/four registrations*
  - \$775.00 per person      *Estimate based on 2025 actual cost*

#### **Travel expenses**

- OAPSB Conference      **\$3,235.00 / \$5,670.00**      *Two/four registrations, one/two cars*
  - Sunday, May 31 – Tuesday, June 2, 2026 @ The Brock Niagara Falls – Fallsview
  - Mileage (round trip to Thunder Bay airport)      \$355.00 per vehicle
  - Parking (3 days at airport)      \$60.00 per vehicle
  - Car rental (3 days), gas & parking      \$300.00 per vehicle
  - Flights      \$400.00 per person
  - Hotels (3 nights)      \$600.00 per person
  - Meals (only those not provided at conference)      \$260.00 per person

- Zone 1 meeting                    **\$975.00 / \$1,950.00**                    *Two/four registrations, one/two cars*
  - Thunder Bay (Date TBD)
  - Mileage (round trip to Thunder Bay)                    \$355.00 per vehicle
  - Parking (1 day at hotel)                    \$20.00 per vehicle
  - Hotels (1 night)                    \$200.00 per person
  - Meals (only those not provided at meeting)                    \$100.00 per person

*Local meeting expenses and administrative support costs are absorbed by the Township of Ignace.*

**TOTAL ESTIMATED BOARD OPERATING EXPENSES = \$8,035.00 to \$14,545.00**

**Note:** *Remuneration and per diems are not included in the board budget and are the responsibility of the Township. Board honorariums are \$1,500.00 per person per year (\$6,000.00 to \$7,500.00 total if a 5<sup>th</sup> member is appointed) and per diems could be up to \$3,000.00 if four members attend each conference (20 days total).*

# 6.4.1



**IGNACE/OJIBWAY NATION OF SAUGEEN OPP DETACHMENT BOARD**  
**CONSEIL DU DÉTACHEMENT D'IGNACE ET DE LA PREMIÈRE**  
**NATION OJIBWAY DE SAUGEEN DE LA POLICE PROVINCIALE**

**DRYDEN OPP DETACHMENT**  
**DÉTACHEMENT DE DRYDEN DE LA POLICE PROVINCIALE**

**Ignace/Ojibway Nation of Saugeen**  
**OPP Detachment Board**  
c/o Township of Ignace  
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T: (807) 934-2202  
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## 6.4.2



Ontario Provincial Police

## Standard Operating Procedures

### *OPP Detachment Board Standardized Branding/Logo Use*

| Office of Primary Responsibility (OPR) |  |               |            |
|--|--|---------------|------------|
| Unit                                   | Strategy Management Unit               |               |            |
| Bureau                                 | Strategic Planning and Analysis Bureau |               |            |
| OPR Contact Info                       | opp.strategy.management@opp.ca         |               |            |
| Version                                | 1                                      | Revision Date | 2024-11-12 |
| Supersedes Version                     | N/A                                    | Revision Date | N/A        |
| Approvals                              |  |               |            |
| Approved by                            | Superintendent J.D. (Jordan) Whitesell |               |            |
|  | Bureau Commander                       |               |            |
| Approval Date                          | 2024-11-21                             |               |            |

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Ontario Provincial Police  
Standard Operating Procedures  
*OPP Detachment Board Standardized Branding/Logo Use*

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## 1. Purpose

This Standard Operating Procedure (SOP) provides direction regarding how to obtain and the appropriate use of Ontario Provincial Police (OPP) standardized logo(s) and branding, for use by OPP Detachment Boards.

### 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 the Municipal Policing Bureau (MPB) if any amendments are required to Police Orders.

## 2. Authority

The standards outlined within this document are guided by the OPP Visual Identity Manual. This manual was developed and is maintained by Corporate Communications Bureau to provide a consistent visual presentation of the official trademarks of the Ontario Provincial Police, in compliance with the Government's Visual Identity Directive.

### Ontario Provincial Police Orders 6.25.2 Trademark Release

Except where authorized by the Commissioner, an OPP trademark shall not be created/released without the written approval of the Bureau Commander, Corporate Communications and Strategy Management Bureau (CCSMB).

## 3. Audience & Recommended Approval Levels

| <u>Audience</u>   | <u>Approval Level</u> |
|---|-----------------------|
| <input checked="" type="checkbox"/> OPP Detachment Board Members<br>(External to the OPP) | Commissioner          |
| <input checked="" type="checkbox"/> Ontario Association of Police Service Boards          | Commissioner          |
| <input checked="" type="checkbox"/> All OPP Employees                                     | Commissioner          |
| <input checked="" type="checkbox"/> All Detachment Commanders & Regional<br>Command       | Provincial Command    |

## 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.

### 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.

### Ontario Association of Police Service Boards

The [Ontario Association of Police Service Boards](#) is the leading voice of police governance in Ontario. They help local police service boards fulfil their legislated responsibilities by providing training and networking. They advocate for improvement in public safety laws and regulations, practices and funding mechanisms. They are often referred to as OAPSB.

## **5. 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;
- arranging additional engagement meetings with stakeholders as necessary;
- facilitating the transaction between Strategy Management Unit and OPP Detachment Boards to obtain logo/branding graphics; and
- completing all associated administrative and tracking requirements.

### **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; and
- regularly reviewing 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;
- reviewing SOP updates sent to the OPP Detachment Boards;
- sending request for logo/branding to OAPSB and Strategy Management Unit; and
- complying with all procedures regarding the use of logo/branding that is outlined within this document.

### **Ontario Association of Police Service Boards**

OAPSB is 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;
- reviewing SOP updates sent to the OAPSB;
- notifying the Ministry regarding OPP Detachment Board name changes; and
- completing all associated administrative and tracking requirements.

## 6. Reference Documents

OPP Board Naming Flow Chart – Appendix A

## 7. 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 DIRECTIVES -OP POLICIES

Archive CCY+10 years after superseded or obsolete.

## 8. Standard Operations Procedures

### Overview

To ensure compliance with legislation and policies, OPP Detachment Boards are required to obtain their board logo/branding graphic from the Ontario Provincial Police (OPP) and are not permitted to develop their own.

Reminder: as a registered trademark, OPP images and graphics may not be changed in any way. Any inappropriate use of the provided logo/graphics will be reviewed, could result in suspension of use at the discretion of the OPP, and may be forwarded to the Inspectorate of Policing (IOP) for review and furtherance.

### Request Process for logo/branding graphics

1. In order to obtain logo/branding, OPP Detachment Boards are required to send an email request to both [opp.strategy.management@opp.ca](mailto:opp.strategy.management@opp.ca) and [oapsb@oapsb.ca](mailto:oapsb@oapsb.ca) confirming the name of the OPP Detachment Board.
2. If a board has chosen to operate under a name that is different from the one included in [Ontario Regulation 135/24](#) made under the CSPA (or any associated amendments), the board must also provide a copy of the associated bylaw outlining the operating name of the board.
3. Once processed, Strategy Management Unit will provide logo/branding via email to the board and Detachment Commander. OAPSB will notify the Ministry of any board names that are inconsistent with the regulation outlined above.

## Application

All correspondence, internal or external, shall utilize the logo/branding graphic. This includes, but is not limited to, the following communication(s) and stationery:

- Letterhead, envelopes, fax cover sheets, business cards
- Media Releases/Memos
- Email correspondence
- Board website(s)
- Signage and posters

## Graphic Standards

All OPP Detachment Board logos/branding developed by the OPP will include the following:

- Official OPP Shoulder Flash on the left
- The name of the OPP Detachment Board in both official languages (English and French) on the right
- The name of the OPP Detachment in both official languages on the bottom (English and French)
- Black background
- White text using Bebas Neue (OTF) Book font

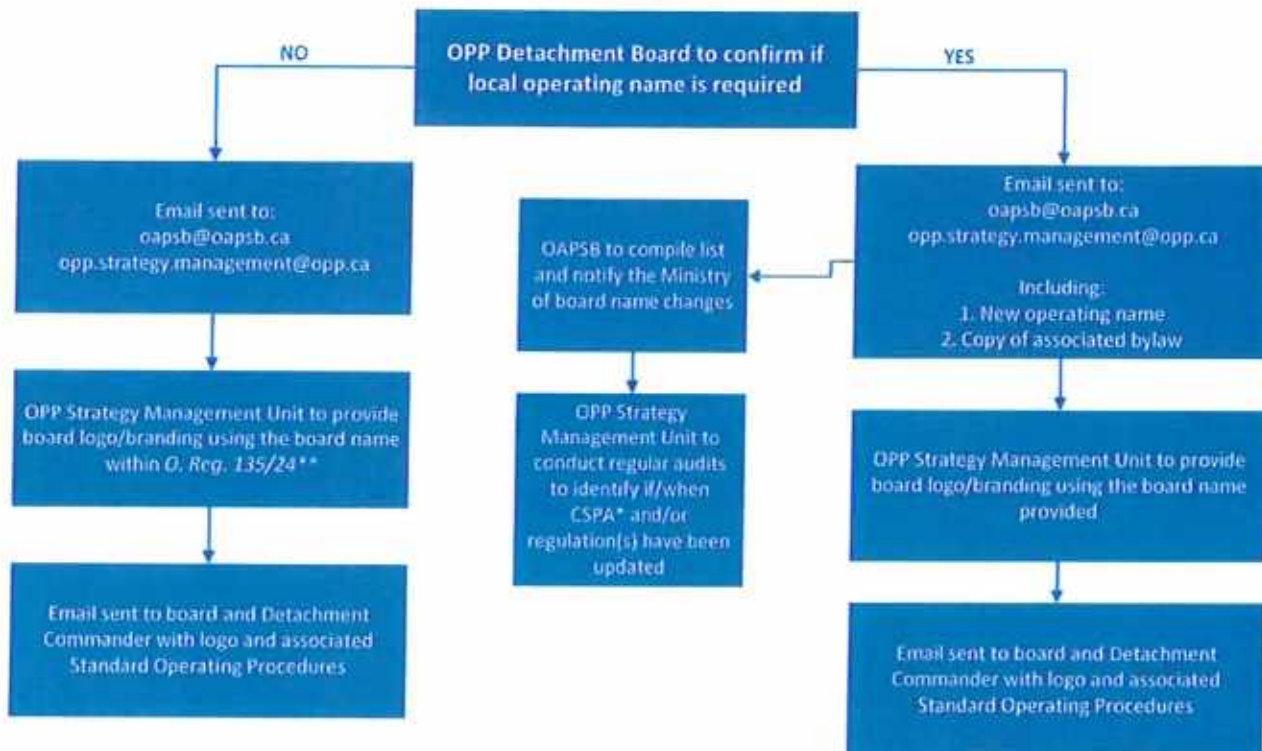
Example:



## Language Requests

In compliance with the *French Language Services Act (FLSA)*, all logos/branding graphics will include both official languages.

Requests for versions with additional language translations will be reviewed on a case-by-case basis and can be made via email request to [opp.strategy.management@opp.ca](mailto:opp.strategy.management@opp.ca).



\*Community Safety and Policing Act, 2019

\*\* Ontario Regulation 135/24: OPP Detachment Boards

# 7.1.1



**Inspectorate  
of Policing**

**Service d'inspection  
des services policiers**

Office of the Inspector  
General of Policing

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

Bureau de l'inspecteur général  
des services policiers

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

## Inspector General of Policing Memorandum

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

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

**DATE:** September 25, 2025

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

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

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

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

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

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

## **New Advisory Bulletin Concerning Board Meetings**

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

## **IoP Organizational Updates**

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

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

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

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

Sincerely,



*Ryan Teschner*

**Inspector General of Policing of Ontario**

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

# 7.1.2

# RISK-BASED COMPLIANCE AND ENFORCEMENT FRAMEWORK



September 2025

# 1. Introduction

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

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

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

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

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

## 2. Ongoing Assessment of Risk

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

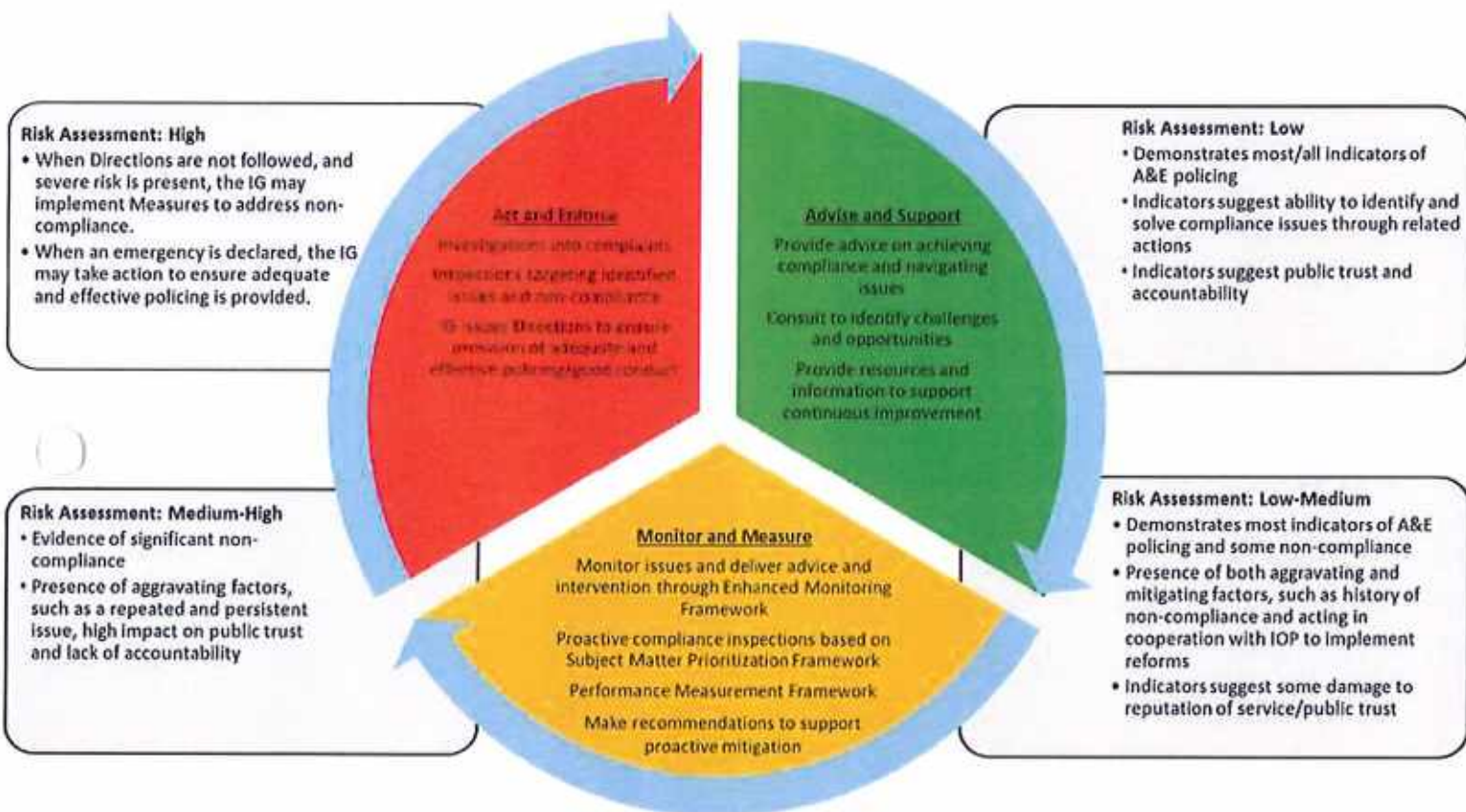
| Indicators of Adequate and Effective Policing*  | Mitigating or Aggravating Risk Factors**   |
|---|--|
| <ul style="list-style-type: none"> <li>• Achievement of compliance as set out in the CSPA and its regulations</li> <li>• Strength of local relationships and communication, including between the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

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

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

### 3. Compliance and Enforcement Model

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



## 4. Risk-based Compliance and Enforcement Activities

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

### 4.1 Advise and Support: Low Risk

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

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

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

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

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

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

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

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

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

### a) Medium-High Risk

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

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

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

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

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

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

### **b) High Risk**

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

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

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

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

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

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

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

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

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

## 5. Conclusion

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

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

# 7.1.3

# Inspector General Advisory Bulletin



## Advisory Bulletin 2.1: Board and Committee Meetings

Date of issue: September 25, 2025

### *What you need to know*

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

### *"Meeting" Definition*

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

*Quorum – CSPA subsection 43(2)*

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

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

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

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

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

*Meeting Frequency – CSPA subsection 43(1)*

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

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

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

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

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

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

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

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

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

*Emergency and Special Meetings*

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

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

***What we will do***

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

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

# 7.1.4

**POLICE SERVICES ADVISORS – BOARD & POLICE SERVICE ASSIGNMENTS  
POLICE SERVICES LIAISON UNIT, INSPECTORATE OF POLICING**

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

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

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

OPP Detachment Boards - CSPA s.67

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

# 7.2.1

**Solicitor General**

Office of the Solicitor General

25 Grosvenor Street, 18<sup>th</sup> Floor  
Toronto ON M7A 1Y6  
Tel: 416 326-5000  
Toll Free: 1 866 517-0571  
Minister.SOLGEN@ontario.ca

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Bureau du solliciteur général

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Tél. : 416 326-5000  
Sans frais : 1 866 517-0571  
Minister.SOLGEN@ontario.ca



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,



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

# 7.3.1

# QUARTERLY NEWSLETTER

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



July - September 2025

## Top Features

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



## Message from the Chair

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

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

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

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

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

Sincerely,

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



# 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

## 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

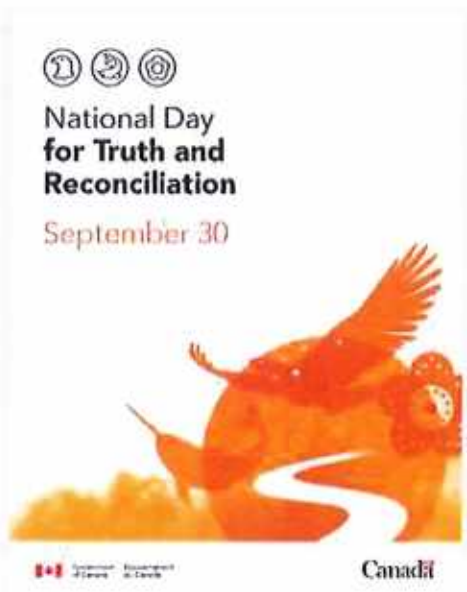
First Nations policing is shaped by agreements between federal, provincial, and First Nation governments. In Ontario, regulations under the CSPA define the policing area for a First Nation board, requiring careful coordination.

### 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



TRAUMA-INFORMED POLICING CONFERENCE  
OCTOBER 2-3, 2025  
VOICES OF CHANGE

CONFERENCE FOCUS AREAS

- UNDERSTANDING TRAUMA & ITS IMPACT ON POLICE AND COMMUNITY INTERACTIONS
- BUILDING RESILIENCE & SUPPORTIVE ENVIRONMENTS
- EFFECTIVE TRAINING & EDUCATION FOR POLICE OFFICERS
- PROMOTING CULTURAL AWARENESS & COMMUNITY ENGAGEMENT

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



OAPSB VIRTUAL SESSION  
CRITICAL THINKING SKILLS

2 SEPTEMBER 2025 4PM - 6 OCTOBER 2025 10:30 AM

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



Building Bridges  
Evidence-Based Policing Conference

# 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.

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.

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

# 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, **by** 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.

Are 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.



OAPSB Group Home & Auto Insurance Program  
*Partner of First Responder Associations, for Over 50 Years*

- ✓ Over 10,000 Members strong
- ✓ Exclusive discounts
- ✓ MyMedallion Member portal
- ✓ No fee monthly payment plans
- ✓ In-house claims adjusters
- ✓ Dedicated Member Services Broker
- ✓ Access to funding for community initiatives

Contact us for a quote!  
1 800 339 5935  
www.medallioninsurance.ca  
memberservices@mcf.ca



## Driving change for women in policing

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

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

30Forward focuses on five priorities:

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

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

**>30  
FORWARD**

Shifting Culture, Inspiring Future Leaders

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

# 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



### Axon Releases 2025 Responsibility Report

Axon's 2025 Responsibility Report highlights our commitment to protecting life through innovation, people, planet, and principles—advancing public safety technology with transparency, accountability...

# 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-apppliers, or candidates who simply do not qualify. This wastes time and buries strong applicants under a pile of maybes.

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

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

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

# Tools and Resources

## Your OAPSB website: the hub for governance

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

A new website is coming soon that will be:

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

[Visit the Member Portal](#)

Don’t forget about our Mobile app!

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

### Keep your board connected!

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

# Connect & Learn More

## Final Thoughts

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

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

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

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

[Connect with OAPSB](#)

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



1. Got an 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?

[emailcommunications@oapsb.ca](mailto:emailcommunications@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

# 7.4.1

## New Resource: Board Communication Policy Template – Strengthening Transparency and Public Trust

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From OAPSB Training and Communications Team <communications@oapsb.ca>

Date Sun 10/26/2025 11:00 PM

To Roxanne Cox <deputyclerk@ignace.ca>

Cc Aaron Gullins <cao@ignace.ca>

### Dear Board Members,

Clear and consistent communication is one of the most visible measures of strong police governance. In recent months, several situations across Ontario have highlighted a common challenge: when Boards do not communicate proactively, the silence is often interpreted by the public and the media as secrecy or inaction.

To help address this, the Ontario Association of Police Services Boards has developed a **Board Communication Policy Template**, now available in the **Members' Portal**.

### Why This Matters

While the Community Safety and Policing Act, 2019 (CSPA) does not explicitly prescribe how Boards must communicate, it does establish a clear expectation for transparency, accountability, and community engagement. The way a Board communicates is fundamental to fulfilling those obligations.

This policy template translates those principles into practical, proactive governance, helping Boards move from reactive responses to strategic communication that builds confidence and trust.

Strong communication practices are not just about crisis management. They are about:

- **Transparency:** Ensuring the community understands how decisions are made and why.
- **Accountability:** Demonstrating that Boards are active, informed, and independent.
- **Engagement:** Building credibility by closing the feedback loop with the communities you serve, especially after town halls or consultations.
- **Consistency:** Providing clarity on who speaks for the Board and how sensitive information is managed.

### About the New Template

The Board Communication Policy Template establishes a foundation for effective communication and includes:

- Clear roles and responsibilities for authorized spokespersons and handling of public inquiries.
- Guidance for managing communication during critical or sensitive incidents, including coordination with Chiefs of Police or Detachment Commanders while respecting operational independence.

- A definition and structured response model for “critical events,” informed by guidance from the Inspectorate of Policing, the Toronto Police Service Board, and national best practices.
- Privacy and data-handling protocols to ensure compliance with MFIPPA and Regulation 408/23.
- A visual flowchart to help Boards manage communication quickly and consistently during sensitive situations.

This policy is not intended to limit dialogue; it is meant to support Boards in communicating responsibly, confidently, and consistently, even when the issues are complex.

It should be adopted as a baseline framework and adapted to reflect each Board’s local needs, communication channels, and community expectations.

## Looking Ahead

Good communication is both a compliance and a culture issue. It is how Boards demonstrate that they are not only governing, but leading with integrity, openness, and respect.

We encourage Boards to:

- Review the new policy together at an upcoming meeting.
- Consider adding communication practices to your annual Board development or orientation program.
- Plan for follow-up communications after community meetings or town halls to demonstrate accountability and responsiveness.

This is the starting point of a broader effort to strengthen public confidence in police governance across Ontario.

## Access the Template

The **Board Communication Policy Template** and flowchart are now available for download in the **Members’ Portal**. Remember you will need to be signed in to the portal for the link to work.

Thank you for your continued commitment to good governance, transparency, and community trust.

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

# 8.1.1

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# MUNICIPALITY OF IGNACE

## Police Services Board Detachment Commander's Report



July - September  
2025 Third Quarter Report

***Forging strong and effective partnerships with  
our communities***

***Presented: TBD***



**OPP Detachment Board Report  
Records Management System  
July - September 2025**

**Criminal Code and Provincial Statute Charges Laid**

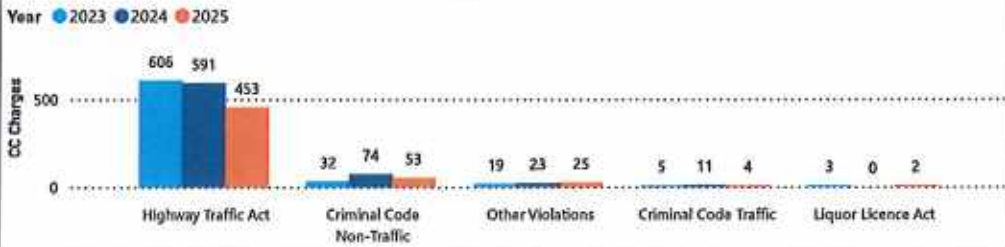
July - September

| Year                      | 2023          |              | 2024          |             | 2025          |               |
|---------------------------|---------------|--------------|---------------|-------------|---------------|---------------|
| ChargeCategory1           | Offence Count | % Change     | Offence Count | % Change    | Offence Count | % Change      |
| Criminal Code Non-Traffic | 32            | 52.4%        | 74            | 131.3%      | 53            | -28.4%        |
| Criminal Code Traffic     | 5             | -28.6%       | 11            | 120.0%      | 4             | -63.6%        |
| Highway Traffic Act       | 606           | 27.0%        | 591           | -2.5%       | 453           | -23.4%        |
| Liquor Licence Act        | 3             | 50.0%        | 0             | -100.0%     | 2             | --            |
| Other Violations          | 19            | 35.7%        | 23            | 21.1%       | 25            | 8.7%          |
| <b>Total</b>              | <b>665</b>    | <b>27.6%</b> | <b>699</b>    | <b>5.1%</b> | <b>537</b>    | <b>-23.2%</b> |

YTD

| Year                      | 2023          |              | 2024          |              | 2025          |               |
|---------------------------|---------------|--------------|---------------|--------------|---------------|---------------|
| ChargeCategory1           | Offence Count | % Change     | Offence Count | % Change     | Offence Count | % Change      |
| Criminal Code Non-Traffic | 119           | 14.4%        | 152           | 27.7%        | 138           | -9.2%         |
| Criminal Code Traffic     | 21            | 10.5%        | 14            | -33.3%       | 26            | 85.7%         |
| Highway Traffic Act       | 1,395         | 35.4%        | 2,589         | 85.6%        | 1,264         | -51.2%        |
| Liquor Licence Act        | 7             | 75.0%        | 1             | -85.7%       | 7             | 600.0%        |
| Other Violations          | 61            | 27.1%        | 77            | 26.2%        | 70            | -9.1%         |
| <b>Total</b>              | <b>1,603</b>  | <b>33.0%</b> | <b>2,833</b>  | <b>76.7%</b> | <b>1,505</b>  | <b>-46.9%</b> |

July - September



**Traffic Related Charges**

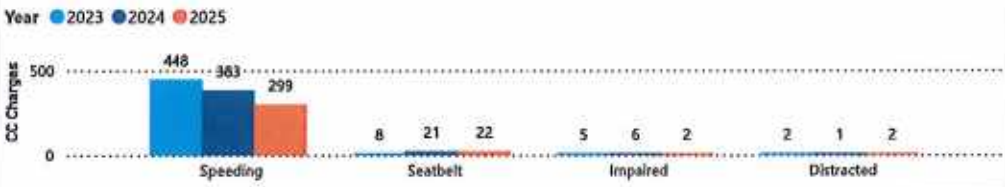
July - September

| Year            | 2023          |          | 2024          |          | 2025          |          |
|-----------------|---------------|----------|---------------|----------|---------------|----------|
| ChargeCategory2 | Offence Count | % Change | Offence Count | % Change | Offence Count | % Change |
| Speeding        | 448           | 14.9%    | 383           | -14.5%   | 299           | -21.9%   |
| Seatbelt        | 8             | 166.7%   | 21            | 162.5%   | 22            | 4.8%     |
| Impaired        | 5             | -28.6%   | 6             | 20.0%    | 2             | -66.7%   |
| Distracted      | 2             | -33.3%   | 1             | -50.0%   | 2             | 100.0%   |

YTD

| Year            | 2023          |          | 2024          |          | 2025          |          |
|-----------------|---------------|----------|---------------|----------|---------------|----------|
| ChargeCategory2 | Offence Count | % Change | Offence Count | % Change | Offence Count | % Change |
| Speeding        | 1,051         | 36.1%    | 1,622         | 54.3%    | 788           | -51.4%   |
| Seatbelt        | 22            | 633.3%   | 54            | 145.5%   | 42            | -22.2%   |
| Impaired        | 18            | -5.3%    | 6             | -66.7%   | 15            | 150.0%   |
| Distracted      | 5             | 66.7%    | 1             | -80.0%   | 8             | 700.0%   |

July - September



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Location code(s): 2C10 - IONACE

Area(s): ALL

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8-Oct-25

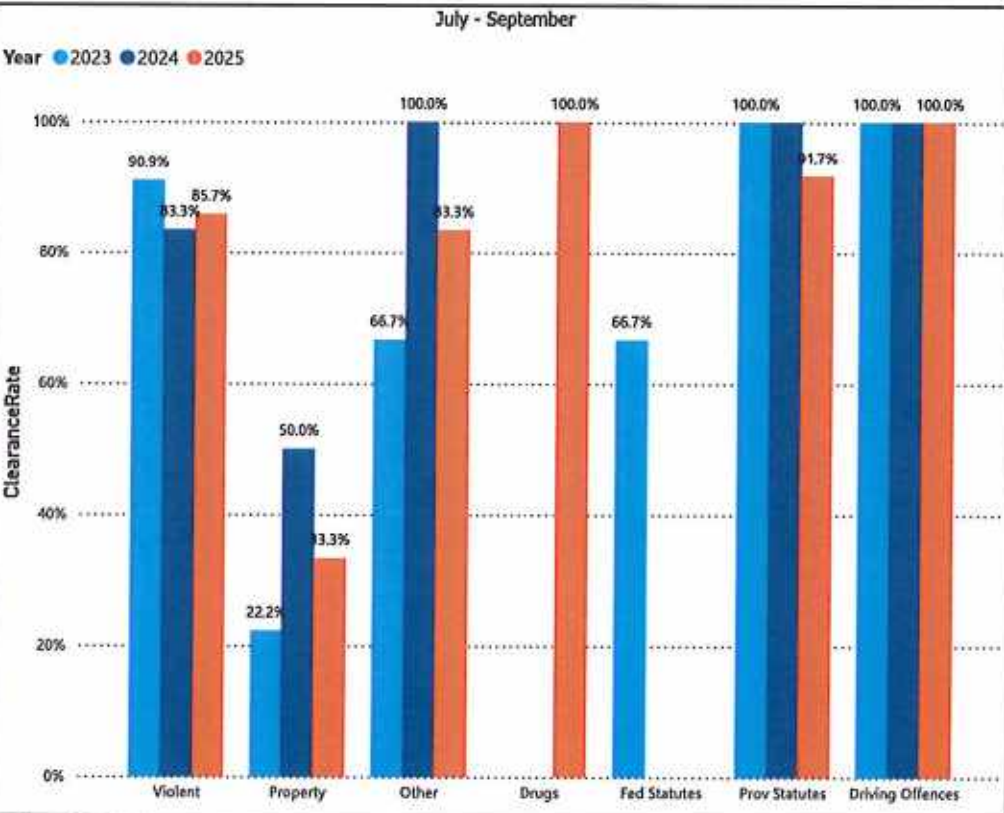
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**OPP Detachment Board Report  
Records Management System  
July - September 2025**

| Clearance Rate   |        |          |        |          |        |          |
|------------------|--------|----------|--------|----------|--------|----------|
| July - September |        |          |        |          |        |          |
| Year             | 2023   |          | 2024   |          | 2025   |          |
|                  | %      | % Change | %      | % Change | %      | % Change |
| Violent          | 90.9%  | 19.3%    | 83.3%  | -8.3%    | 85.7%  | 2.9%     |
| Property         | 22.2%  | -5.6%    | 50.0%  | 125.0%   | 33.3%  | -33.3%   |
| Other            | 66.7%  | -33.3%   | 100.0% | 50.0%    | 83.3%  | -16.7%   |
| Drugs            |        | --       |        |          | 100.0% | --       |
| Fed Statutes     | 66.7%  | --       |        | -100.0%  |        |          |
| Prov Statutes    | 100.0% | 0.0%     | 100.0% | 0.0%     | 91.7%  | -8.3%    |
| Driving Offences | 100.0% | 0.0%     | 100.0% | 0.0%     | 100.0% | 0.0%     |

| YTD              |        |          |        |          |        |          |
|------------------|--------|----------|--------|----------|--------|----------|
| Year             | 2023   |          | 2024   |          | 2025   |          |
|                  | %      | % Change | %      | % Change | %      | % Change |
| Violent          | 83.3%  | 8.0%     | 80.8%  | -3.1%    | 83.3%  | 3.2%     |
| Property         | 34.0%  | 8.4%     | 44.7%  | 31.6%    | 48.4%  | 8.2%     |
| Other            | 76.5%  | -19.0%   | 92.9%  | 21.4%    | 95.8%  | 3.2%     |
| Drugs            | 100.0% | 100.0%   | 100.0% | 0.0%     | 100.0% | 0.0%     |
| Fed Statutes     | 80.0%  | -20.0%   |        | -100.0%  | 0.0%   | --       |
| Prov Statutes    | 96.9%  | -3.1%    | 96.7%  | -0.2%    | 88.5%  | -8.5%    |
| Driving Offences | 100.0% | 9.1%     | 60.0%  | -40.0%   | 100.0% | 66.7%    |



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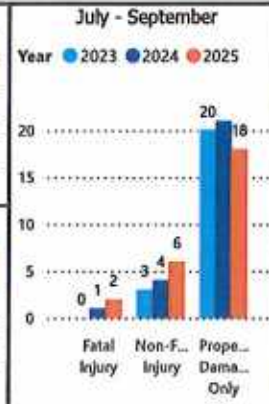


**OPP Detachment Board Report  
Collision Reporting System  
July - September 2025**

| Motor Vehicle Collisions by Type |           |              |           |              |           |             |
|----------------------------------|-----------|--------------|-----------|--------------|-----------|-------------|
| July - September                 |           |              |           |              |           |             |
| Year                             | 2023      |              | 2024      |              | 2025      |             |
| CollisionType                    | Incidents | % Change     | Incidents | % Change     | Incidents | % Change    |
| Fatal Injury                     | 0         | --           | 1         | --           | 2         | 100.0%      |
| Non-Fatal Injury                 | 3         | 0.0%         | 4         | 33.3%        | 6         | 50.0%       |
| Property Damage Only             | 20        | 33.3%        | 21        | 5.0%         | 18        | -14.3%      |
| <b>Total</b>                     | <b>23</b> | <b>27.8%</b> | <b>26</b> | <b>13.0%</b> | <b>26</b> | <b>0.0%</b> |

| YTD                  |           |               |           |              |           |             |
|----------------------|-----------|---------------|-----------|--------------|-----------|-------------|
| Year                 | 2023      |               | 2024      |              | 2025      |             |
| CollisionType        | Incidents | % Change      | Incidents | % Change     | Incidents | % Change    |
| Fatal Injury         | 1         | --            | 1         | 0.0%         | 4         | 300.0%      |
| Non-Fatal Injury     | 11        | 22.2%         | 10        | -9.1%        | 10        | 0.0%        |
| Property Damage Only | 56        | -34.9%        | 65        | 16.1%        | 62        | -4.6%       |
| <b>Total</b>         | <b>68</b> | <b>-28.4%</b> | <b>76</b> | <b>11.8%</b> | <b>76</b> | <b>0.0%</b> |



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

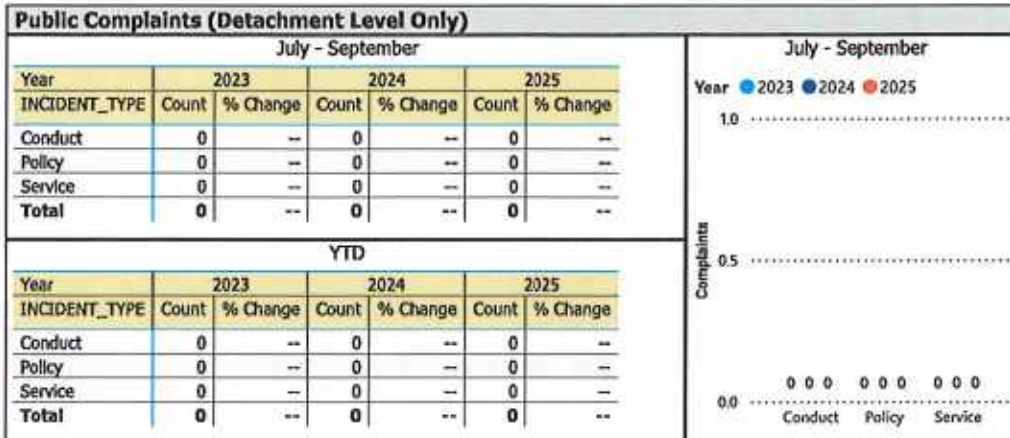
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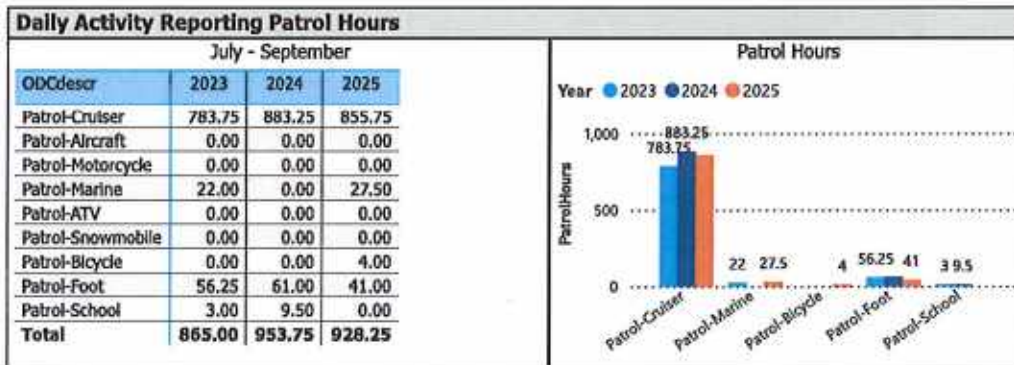
**OPP Detachment Board Report  
Records Management System  
July - September 2025**



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

Data source date:  
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**Daily Activity Reporting**



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

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**OPP Detachment Board Report  
Collision Reporting System  
July - September 2025**

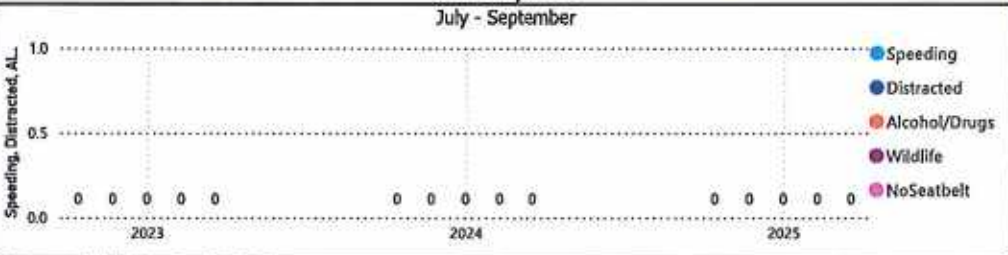
| Fatalities in Detachment Area - Incidents |               |           |          |                        |           |          |                  |           |          |
|---|---------------|-----------|----------|------------------------|-----------|----------|------------------|-----------|----------|
| July - September                          |               |           |          |                        |           |          |                  |           |          |
| Type                                      | Motor Vehicle |           |          | Motorized Snow Vehicle |           |          | Off-Road Vehicle |           |          |
| Year                                      | Alcohol/Drugs | Incidents | % Change | Alcohol/Drugs          | Incidents | % Change | Alcohol/Drugs    | Incidents | % Change |
| 2023                                      | 0             | 0         | --       | 0                      | 0         | --       | 0                | 0         | --       |
| 2024                                      | 0             | 1         | --       | 0                      | 0         | --       | 0                | 0         | --       |
| 2025                                      | 0             | 2         | 100.0%   | 0                      | 0         | --       | 0                | 0         | --       |

| YTD  |               |           |          |                        |           |          |                  |           |          |
|------|---------------|-----------|----------|------------------------|-----------|----------|------------------|-----------|----------|
| Type | Motor Vehicle |           |          | Motorized Snow Vehicle |           |          | Off-Road Vehicle |           |          |
| Year | Alcohol/Drugs | Incidents | % Change | Alcohol/Drugs          | Incidents | % Change | Alcohol/Drugs    | Incidents | % Change |
| 2023 | 0             | 1         | --       | 0                      | 0         | --       | 0                | 0         | --       |
| 2024 | 0             | 1         | 0.0%     | 0                      | 0         | --       | 0                | 0         | --       |
| 2025 | 0             | 3         | 200.0%   | 1                      | 1         | --       | 0                | 0         | --       |

| Fatalities in Detachment Area - Persons Killed |                |          |                        |          |                  |          |  |
|--|----------------|----------|------------------------|----------|------------------|----------|--|
| July - September                               |                |          |                        |          |                  |          |  |
| Type   | Motor Vehicle  |          | Motorized Snow Vehicle |          | Off-Road Vehicle |          |  |
| Year   | Persons Killed | % Change | Persons Killed         | % Change | Persons Killed   | % Change |  |
| 2023   | 0              | --       | 0                      | --       | 0                | --       |  |
| 2024   | 1              | --       | 0                      | --       | 0                | --       |  |
| 2025   | 2              | 100.0%   | 0                      | --       | 0                | --       |  |

| YTD  |                |          |                        |          |                  |          |  |
|------|----------------|----------|------------------------|----------|------------------|----------|--|
| Type | Motor Vehicle  |          | Motorized Snow Vehicle |          | Off-Road Vehicle |          |  |
| Year | Persons Killed | % Change | Persons Killed         | % Change | Persons Killed   | % Change |  |
| 2023 | 1              | --       | 0                      | --       | 0                | --       |  |
| 2024 | 1              | 0.0%     | 0                      | --       | 0                | --       |  |
| 2025 | 5              | 400.0%   | 1                      | --       | 0                | --       |  |

| Primary Causal Factors in Fatal Motor Vehicle Collisions |                  |      |      |      |      |      |
|--|------------------|------|------|------|------|------|
|  | July - September |      |      | YTD  |      |      |
|  | 2023             | 2024 | 2025 | 2023 | 2024 | 2025 |
| Speeding   | 0                | 0    | 0    | 0    | 0    | 0    |
| Speeding % Change  | --               | --   | --   | --   | --   | --   |
| Distracted   | 0                | 0    | 0    | 0    | 0    | 1    |
| Distracted % Change                                      | --               | --   | --   | --   | --   | --   |
| Alcohol/Drugs  | 0                | 0    | 0    | 0    | 0    | 1    |
| Alcohol/Drugs % Change                                   | --               | --   | --   | --   | --   | --   |
| Wildlife   | 0                | 0    | 0    | 0    | 0    | 0    |
| Wildlife % Change  | --               | --   | --   | --   | --   | --   |
| NoSeatbelt   | 0                | 0    | 0    | 0    | 0    | 2    |
| NoSeatbelt YoY%  | --               | --   | --   | --   | --   | --   |



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

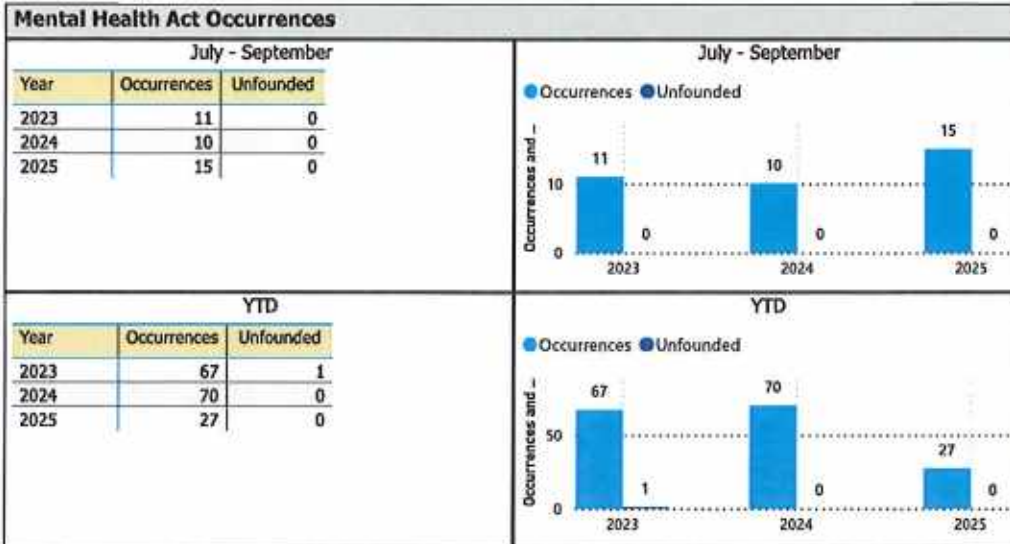
Detachment: 2C - DRYDEN  
Location code(s): 2C10 - IGNACE

Area(s): ALL  
Data source date:  
08-Oct-2025

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08-Oct-2025 3:41:30 PM



**OPP Detachment Board Report  
Records Management System  
July - September 2025**



| Mental Health Act Occurrences by Occurrence Type |             |           |
|--|-------------|-----------|
| July - September                                 |             |           |
| Year   | 2025        |           |
| OccurrenceType                                   | Occurrences | Unfounded |
| Assist Other Police Agency                       | 1           | 0         |
| Attempt or threat of suicide                     | 4           | 0         |
| Intimate Partner Violence                        | 2           | 0         |
| Mental health act                                | 7           | 0         |
| Stolen vehicle                                   | 1           | 0         |
| <b>Total</b>                                     | <b>15</b>   | <b>0</b>  |

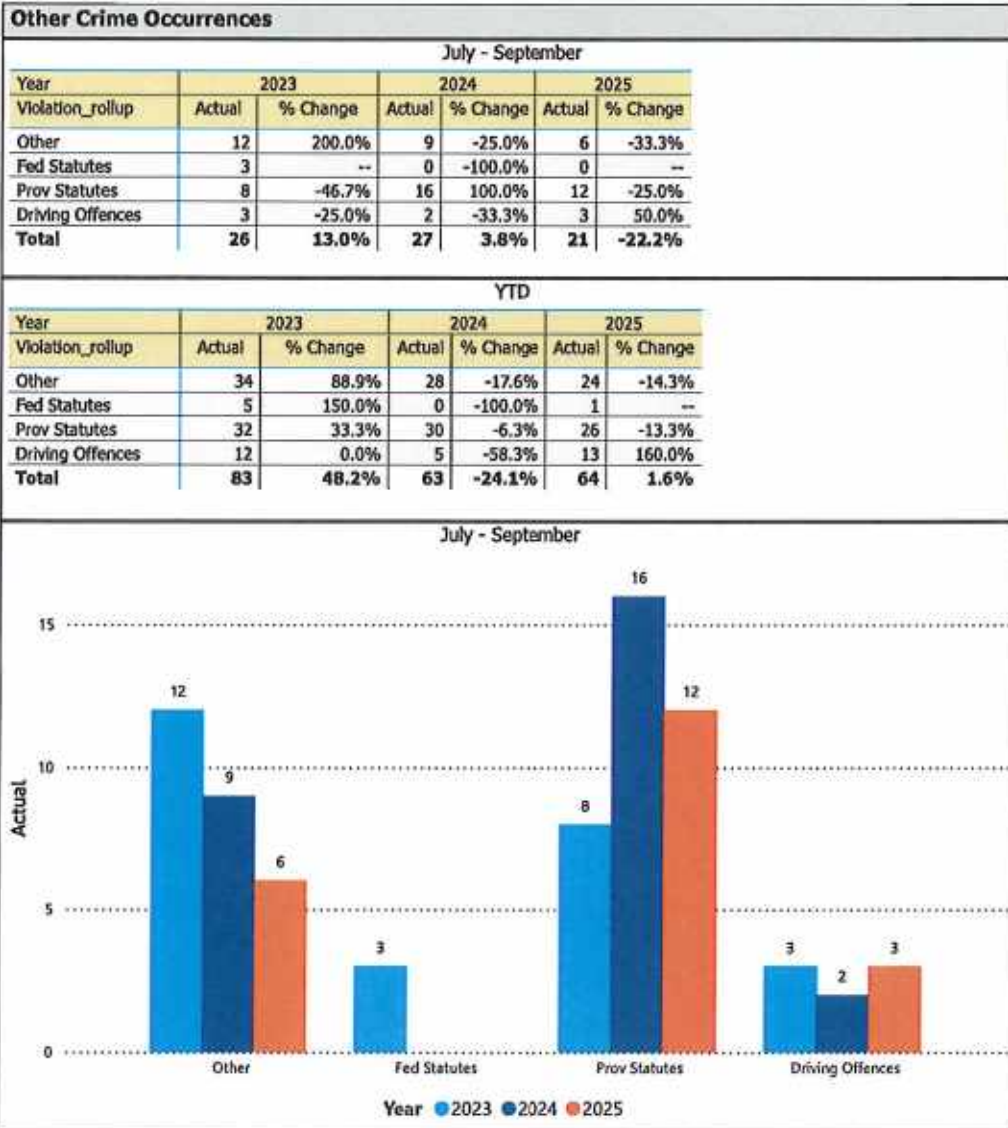
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Location codes: 2C10 - IONACE

Area: ALL  
Data source date:  
08-Oct-2025

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**OPP Detachment Board Report  
Records Management System  
July - September 2025**



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**OPP Detachment Board Report  
Records Management System  
July - September 2025**

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

| YTD   |          |          |          |
|---|----------|----------|----------|
| Fatal   | 2023     | 2024     | 2025     |
| <input checked="" type="checkbox"/> Fatal     | 0        | 2        | 2        |
| non-opioid overdose                           | 0        | 1        | 2        |
| opioid overdose                               | 0        | 1        | 0        |
| <input checked="" type="checkbox"/> non-Fatal | 3        | 0        | 0        |
| non-opioid overdose                           | 0        | 0        | 0        |
| opioid overdose                               | 3        | 0        | 0        |
| <b>Total</b>                                  | <b>3</b> | <b>2</b> | <b>2</b> |

| Fatal Overdose Occurrences |          |          |          |
|----------------------------|----------|----------|----------|
| July - September           |          |          |          |
| Category                   | 2023     | 2024     | 2025     |
| non-opioid overdose        | 0        | 1        | 0        |
| opioid overdose            | 0        | 1        | 0        |
| <b>Total</b>               | <b>0</b> | <b>2</b> | <b>0</b> |

| Non-Fatal Overdose Occurrences |          |          |          |
|--------------------------------|----------|----------|----------|
| July - September               |          |          |          |
| Category                       | 2023     | 2024     | 2025     |
| non-opioid overdose            | 0        | 0        | 0        |
| opioid overdose                | 3        | 0        | 0        |
| <b>Total</b>                   | <b>3</b> | <b>0</b> | <b>0</b> |

Detachment: 2C - DRYDEN  
Location code(s): 2C10 - IGNACE

Area(s): ALL  
Data source date:  
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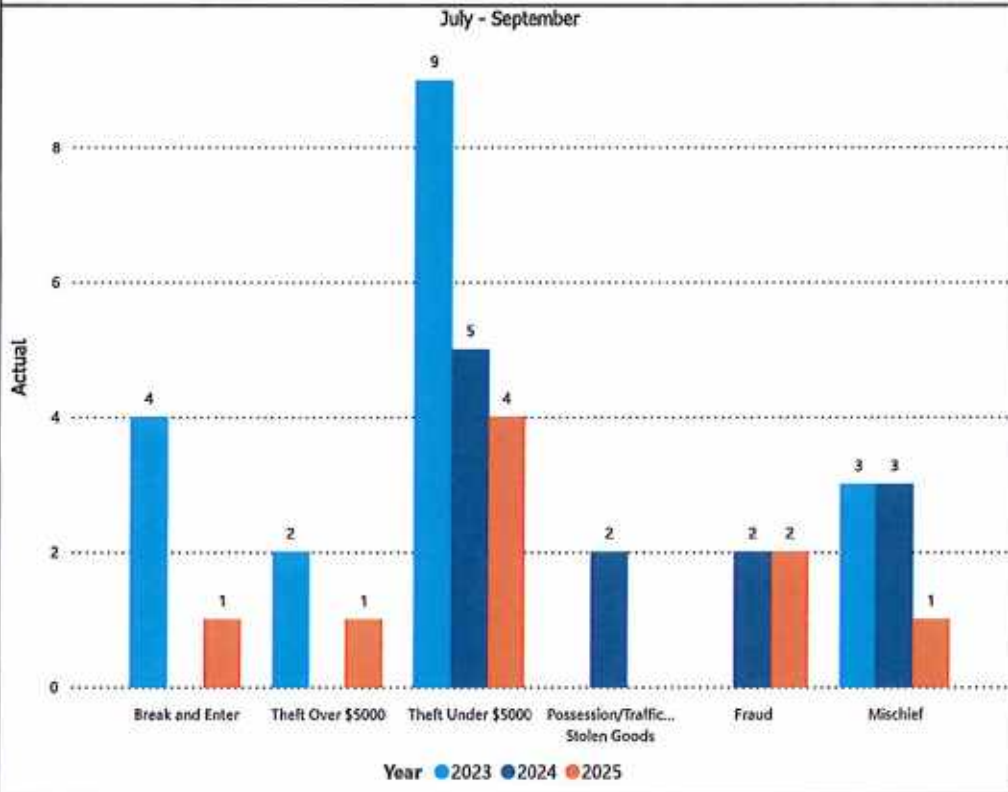


**OPP Detachment Board Report  
Records Management System  
July - September 2025**

| Property Crime                      |           |             |           |               |          |               |
|-------------------------------------|-----------|-------------|-----------|---------------|----------|---------------|
| July - September                    |           |             |           |               |          |               |
| Year                                | 2023      |             | 2024      |               | 2025     |               |
| ViolationGrp                        | Actual    | % Change    | Actual    | % Change      | Actual   | % Change      |
| Arson                               | 0         | --          | 0         | --            | 0        | --            |
| Break and Enter                     | 4         | 100.0%      | 0         | -100.0%       | 1        | --            |
| Theft Over \$5000                   | 2         | --          | 0         | -100.0%       | 1        | --            |
| Theft Under \$5000                  | 9         | 125.0%      | 5         | -44.4%        | 4        | -20.0%        |
| Possession/Trafficking Stolen Goods | 0         | -100.0%     | 2         | --            | 0        | -100.0%       |
| Fraud                               | 0         | -100.0%     | 2         | --            | 2        | 0.0%          |
| Mischief                            | 3         | -66.7%      | 3         | 0.0%          | 1        | -66.7%        |
| <b>Total</b>                        | <b>18</b> | <b>5.9%</b> | <b>12</b> | <b>-33.3%</b> | <b>9</b> | <b>-25.0%</b> |

| YTD                                 |           |              |           |               |           |               |
|-------------------------------------|-----------|--------------|-----------|---------------|-----------|---------------|
| Year                                | 2023      |              | 2024      |               | 2025      |               |
| ViolationGrp                        | Actual    | % Change     | Actual    | % Change      | Actual    | % Change      |
| Arson                               | 0         | -100.0%      | 0         | --            | 0         | --            |
| Break and Enter                     | 10        | -9.1%        | 5         | -50.0%        | 7         | 40.0%         |
| Theft Over \$5000                   | 5         | 150.0%       | 2         | -60.0%        | 2         | 0.0%          |
| Theft Under \$5000                  | 14        | 0.0%         | 10        | -28.6%        | 8         | -20.0%        |
| Possession/Trafficking Stolen Goods | 0         | -100.0%      | 3         | --            | 3         | 0.0%          |
| Fraud                               | 4         | -42.9%       | 4         | 0.0%          | 5         | 25.0%         |
| Mischief                            | 17        | 13.3%        | 14        | -17.6%        | 6         | -57.1%        |
| <b>Total</b>                        | <b>50</b> | <b>-2.0%</b> | <b>38</b> | <b>-24.0%</b> | <b>31</b> | <b>-18.4%</b> |



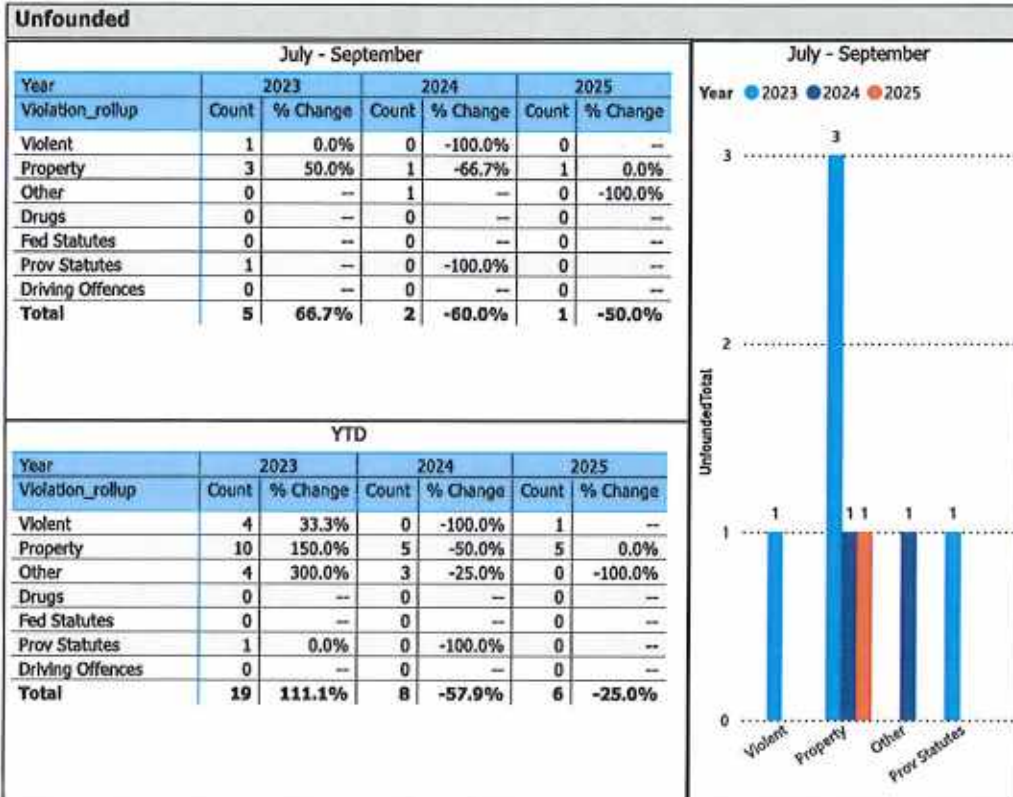
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Location code(s): 2C10 - IDNADE

Areas: ALL  
Data source date:  
08-Oct-2025

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**OPP Detachment Board Report  
Records Management System  
July - September 2025**



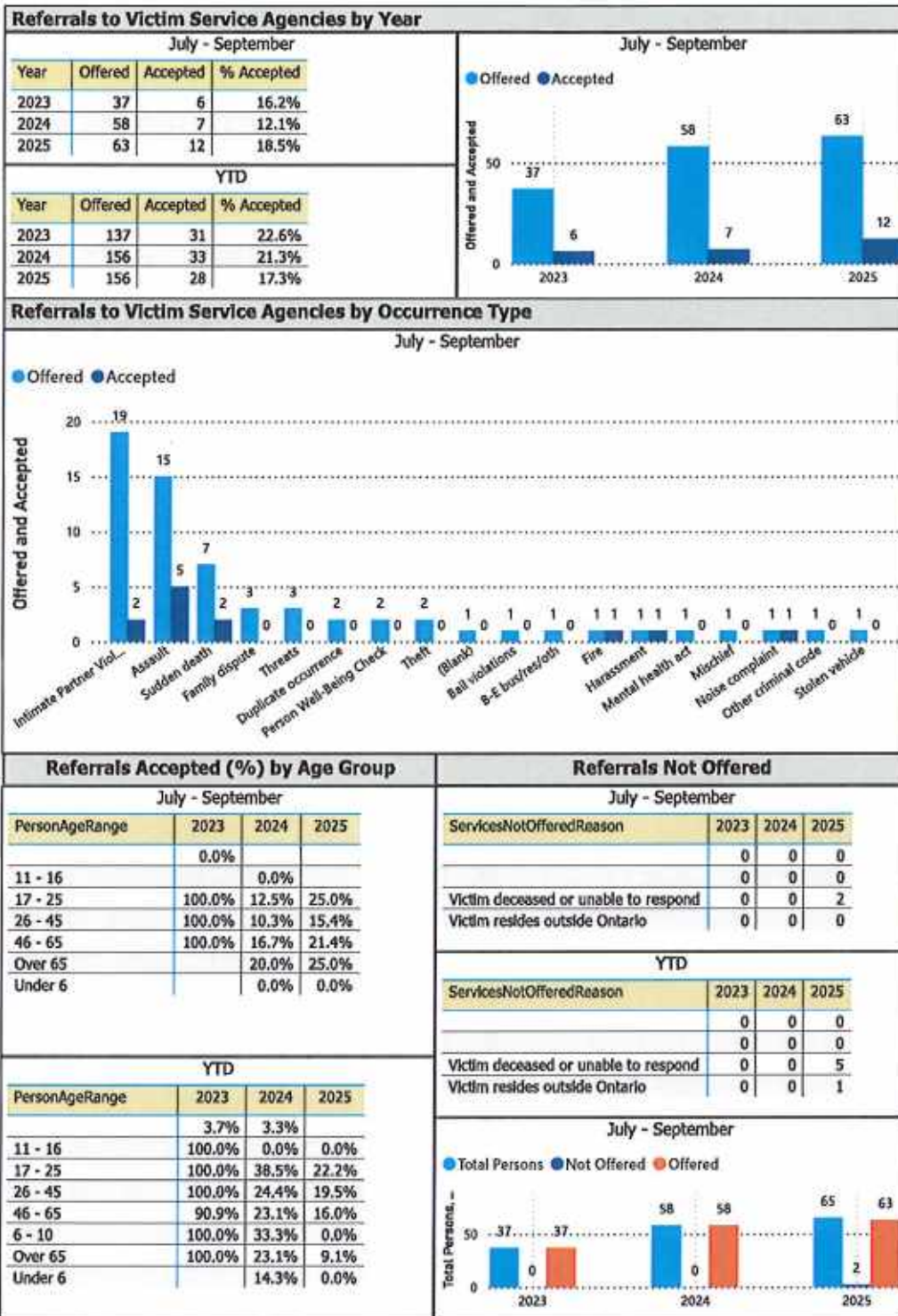
Detachment: 2C - DRYDEN  
Location codes: 2C10 - IONACE

Areas: ALL  
Data source date:  
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### OPP Detachment Board Report Records Management System July - September 2025



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Location code(s): 2C10 - ISNAE

Area(s): ALL

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**OPP Detachment Board Report  
Records Management System  
July - September 2025**

| Violent Crime   |           |               |           |               |           |               |
|---|-----------|---------------|-----------|---------------|-----------|---------------|
| July-September  |           |               |           |               |           |               |
| Year  | 2023      |               | 2024      |               | 2025      |               |
| ViolationGrp  | Actual    | % Change      | Actual    | % Change      | Actual    | % Change      |
| Homicides   | 0         | --            | 0         | --            | 0         | --            |
| Other Offences Causing Death                                | 0         | --            | 0         | --            | 0         | --            |
| Attempted Murder  | 0         | --            | 0         | --            | 0         | --            |
| Sexual Offences   | 3         | 200.0%        | 2         | -33.3%        | 0         | -100.0%       |
| Assaults/Firearm Related Offences                           | 7         | -46.2%        | 16        | 128.6%        | 13        | -18.6%        |
| Offences Resulting in the Deprivation of Freedom            | 0         | --            | 0         | --            | 0         | --            |
| Robbery   | 0         | --            | 0         | --            | 0         | --            |
| Other Offences Involving Violence or the Threat of Violence | 1         | -85.7%        | 6         | 500.0%        | 1         | -83.3%        |
| Offences in Relation to Sexual Services                     | 0         | --            | 0         | --            | 0         | --            |
| <b>Total</b>  | <b>11</b> | <b>-47.6%</b> | <b>24</b> | <b>118.2%</b> | <b>14</b> | <b>-41.7%</b> |

| YTD   |           |               |           |              |           |               |
|---|-----------|---------------|-----------|--------------|-----------|---------------|
| Year  | 2023      |               | 2024      |              | 2025      |               |
| ViolationGrp  | Actual    | % Change      | Actual    | % Change     | Actual    | % Change      |
| Homicides   | 0         | --            | 0         | --           | 0         | --            |
| Other Offences Causing Death                                | 0         | --            | 0         | --           | 0         | --            |
| Attempted Murder  | 0         | --            | 0         | --           | 0         | --            |
| Sexual Offences   | 7         | 0.0%          | 8         | 14.3%        | 4         | -50.0%        |
| Assaults/Firearm Related Offences                           | 25        | -30.6%        | 30        | 20.0%        | 24        | -20.0%        |
| Offences Resulting in the Deprivation of Freedom            | 1         | -50.0%        | 0         | -100.0%      | 1         | --            |
| Robbery   | 0         | --            | 0         | --           | 2         | --            |
| Other Offences Involving Violence or the Threat of Violence | 9         | -25.0%        | 14        | 55.6%        | 5         | -64.3%        |
| Offences in Relation to Sexual Services                     | 0         | --            | 0         | --           | 0         | --            |
| <b>Total</b>  | <b>42</b> | <b>-26.3%</b> | <b>52</b> | <b>23.8%</b> | <b>36</b> | <b>-30.8%</b> |

| July - September  |   |  |    |  |    |  |
|---|---|--|----|--|----|--|
| Sexual Offences   | 3 |  | 2  |  |    |  |
| Assaults/Firearm Related Offences                           | 7 |  | 16 |  | 13 |  |
| Other Offences Involving Violence or the Threat of Violence | 1 |  | 6  |  | 1  |  |

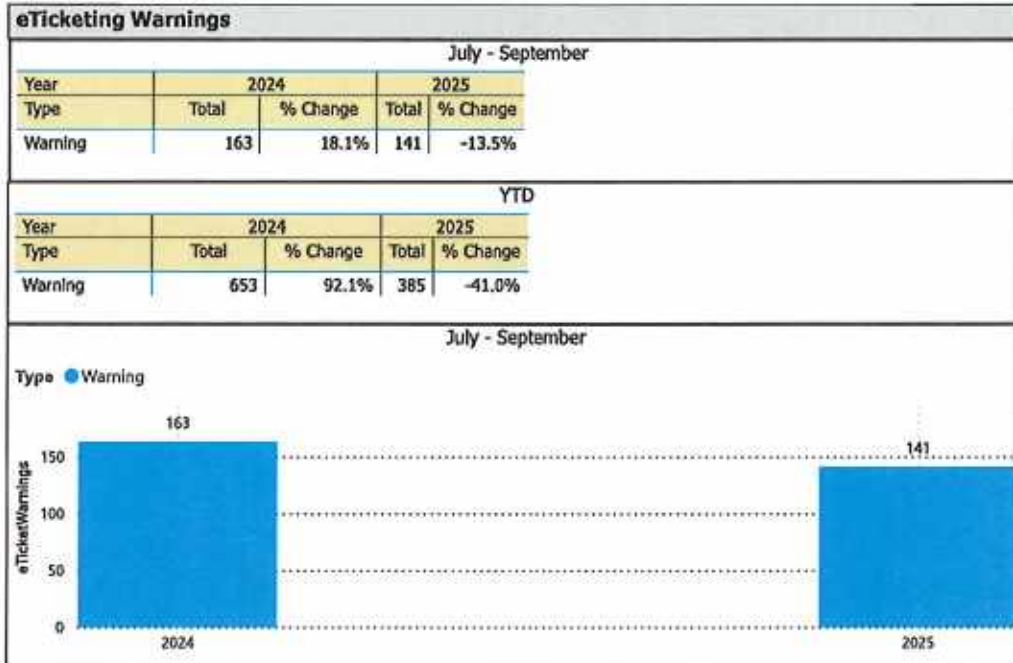
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Location codes: 2C10 - 40NACE

Areas: ALL  
Data source date:  
08-Oct-2025

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08-Oct-2025 3:41:30 PM



**OPP Detachment Board Report  
Records Management System  
July - September 2025**



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

Detachment: 2C - DRYDEN  
Location codes: 2C10 - IDNACE

Area: ALL  
Data source date:  
8-Oct-25

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**OPP Detachment Board Report  
Records Management System  
July - September 2025**

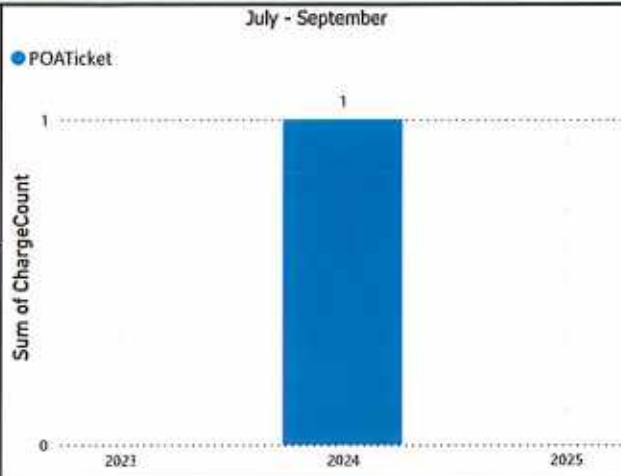
| Youth Charges by Disposition Type |          |          |          |
|-----------------------------------|----------|----------|----------|
| July - September                  |          |          |          |
| Disposition_Type                  | 2023     | 2024     | 2025     |
| Bail                              | 0        | 0        | 0        |
| Conference                        | 0        | 0        | 0        |
| Conviction                        | 0        | 0        | 0        |
| Diversion                         | 0        | 0        | 0        |
| NonConviction                     | 0        | 0        | 0        |
| NotAccepted                       | 0        | 0        | 0        |
| <b>Total</b>                      | <b>0</b> | <b>1</b> | <b>0</b> |
| YTD                               |          |          |          |
| Disposition_Type                  | 2023     | 2024     | 2025     |
| Bail                              | 0        | 0        | 0        |
| Conference                        | 0        | 0        | 0        |
| Conviction                        | 0        | 0        | 0        |
| Diversion                         | 0        | 0        | 0        |
| NonConviction                     | 0        | 2        | 0        |
| NotAccepted                       | 0        | 0        | 0        |
| <b>Total</b>                      | <b>0</b> | <b>3</b> | <b>0</b> |

| Youth Charges by Disposition and Occurrence Type |      |          |  |
|--|------|----------|--|
| July - September                                 |      |          |  |
| Year   | 2025 | Total    |  |
| OccType  |      |          |  |
| <b>Total</b>                                     |      | <b>0</b> |  |

| YTD          |      |          |  |
|--------------|------|----------|--|
| Year         | 2025 | Total    |  |
| OccType      |      |          |  |
| <b>Total</b> |      | <b>0</b> |  |



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

Detachment: 2C - DRYDEN  
 Location code(s): 2C10 - KGNACE

Area(s): ALL  
 Data source date:  
 08-Oct-2025

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