

2026 - 2029

NORTH BAY DETACHMENT

ACTION PLAN

ONTARIO PROVINCIAL POLICE // OPP.CA

2026-2029 STRATEGIC PLAN

Priorities and Commitments



Our People

A healthy and resilient OPP

We will be the employer of choice supporting our members, personally and professionally, in their pursuits of excellence.

Our Work

A responsive and evolving OPP

We will be a leader of policing excellence empowering our members to deliver the best service for Ontarians.

Communities We Serve

A collaborative and progressive OPP

We will courageously pursue community safety outcomes, building cooperative and strategic relationships with partners who share Our Vision.

Connections

A connected OPP

We are one OPP emphasising curiosity and innovation, aligning with our members efforts, while ensuring actions are consistent with Our Mission and Our Values.

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Message from the Detachment Commander

I am honoured to present the 2026–2029 North Bay Detachment Action Plan. This document has been developed in accordance with the Community Safety and Policing Act, 2019 (CSPA) and is fully aligned with the Ontario Provincial Police 2026–2029 Strategic Plan.

This Action Plan outlines the North Bay Detachment’s priorities, commitments, and anticipated outcomes for the next four years. It affirms our obligation to provide adequate and effective policing while responding to the evolving needs and expectations of the communities we serve. The plan is structured around three primary areas of focus:

- Crime
- Roadways, Waterways, and Trails
- Community Well-Being

To promote transparency, accountability, and evidence-based service delivery, the plan incorporates both qualitative and quantitative performance objectives and indicators to guide and measure our progress over the plan's duration.

The development of the 2026–2029 North Bay Detachment Action Plan was informed by comprehensive consultation with community partners and stakeholders. This process included engagement with each of our area Police Services Boards, the Mattawa Regional OPP Detachment Board (Calvin, Mattawan, Mattawa, and Papineau-Cameron), the Powassan, Callander and Nipissing Police Services Board, and the Lake Nosbonsing Police Services Board (East Ferris, Bonfield, and Chisholm). Their identified priorities and objectives are reflected throughout the plan.

Further contributions were gathered from municipal councils, area schools, the local hospital, Fire and Paramedic Services, community organizations, local social service providers, and business and community leaders. These partners offered valuable insight into the issues, risks, and opportunities affecting our region.

Through this extensive, collaborative approach, the 2026–2029 North Bay Detachment Action Plan reflects shared community priorities and reaffirms our commitment to fostering safe, healthy, and resilient communities across the detachment area.

A/Inspector
Andrew Kraemer
Interim Detachment Commander
NORTH BAY/MATTAWA/POWASSAN *Detachments*

Message from the OPP Detachment Board Chair(s)

As Chairs of the Nosbonsing, Mattawa Regional, and Powassan, Callander, Nipissing OPP Detachment Police Services Boards, we are proud to express our united support for the 2026–2029 Detachment Action Plan. This plan reflects our shared commitment to strengthening public safety through meaningful collaboration, transparent communication, and a strong partnership between our communities and the Ontario Provincial Police.

The North Bay, Mattawa, and Powassan OPP Detachments recognize that effective policing is built on trust, collaboration, and shared responsibility between the police and the public. Our approach emphasizes prevention, education, and partnership as the foundation for safe and resilient communities.

In consultation and collaboration with the OPP Detachment, our area Police Services Boards will deliver regular, accessible, and informative education sessions for community members, free of charge and hosted across the region. These sessions will promote awareness and encourage open dialogue on topics such as crime prevention, roadway and trail safety, and community well-being. Through these efforts, we aim to reduce victimization, enhance safety, and foster stronger relationships between police and the communities we serve.

We firmly believe that engaging directly with residents, listening to community concerns, and providing practical tools and information empowers individuals and strengthens collective efforts toward preventing and solving crime. This plan represents a coordinated and forward-looking approach that supports improved quality of life, enhances community resilience, and builds lasting trust in public safety.

Together, we endorse this plan and the shared vision it represents: a safer, healthier, and more connected region for all who live, work, and visit here.

Signed,

Narry Paquette, Chair, Nosbonsing OPP Detachment Police Services Board

Teresa Taillefer, Chair, Mattawa Regional OPP Detachment Police Services Board

Shawn Mahoney, Chair, Powassan, Callander, Nipissing OPP Detachment Police Services Board

Our Detachment

The North Bay Detachment serves a geographically diverse region that includes the municipalities of Chisholm, Powassan, Nipissing, Callander, East Ferris, Bonfield, Papineau-Cameron, Calvin, Mattawan, and the Town of Mattawa. We are also responsible for unorganized townships and Provincial Parks, including portions of Algonquin Park. Together, these communities represent a population of over 21,000 residents, spanning a combined land area of over 20,780 square kilometres. Population densities vary significantly across the region, ranging from compact small-town centres such as Mattawa to sparsely populated rural townships like Mattawan, and small communities like Tilden Lake, Eldee and Port Loring.

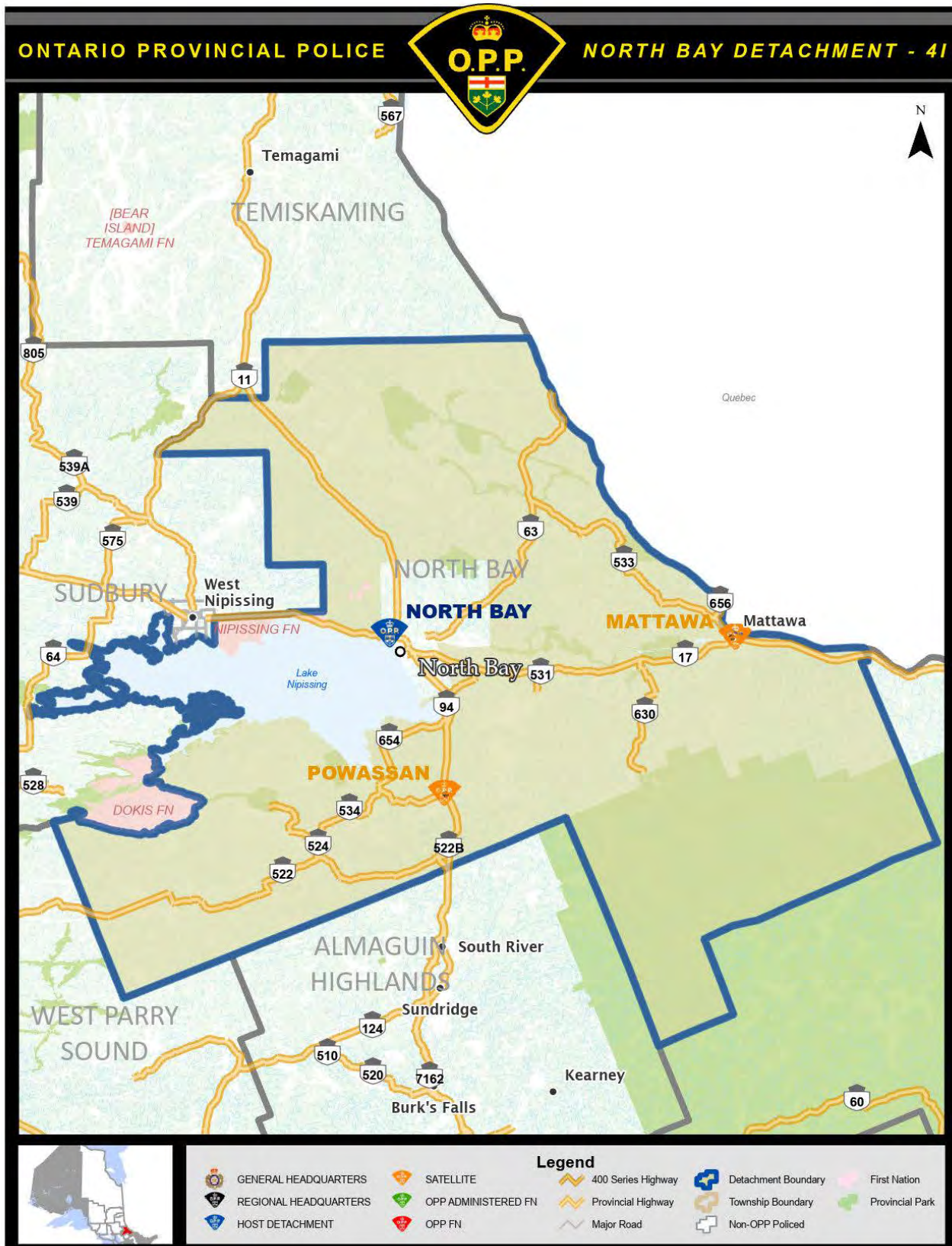
The geography of the detachment area is defined by its lakes, waterways, and forested landscapes. Communities are situated along or between significant regional lakes, Lake Nipissing, Trout Lake, and Lake Nosbonsing, as well as the Mattawa and Ottawa Rivers, which historically served as vital travel corridors for Indigenous peoples, early explorers, and later settlers. This natural environment supports a strong culture of outdoor recreation, contributing to seasonal population increases associated with cottaging, tourism, boating, trail use, and other recreational activities.

Each municipality contributes unique characteristics: rural agricultural areas in Chisholm, lakeside residential development in Callander and East Ferris, forest-based and recreational lands in Bonfield and Papineau-Cameron, and historically rooted small-town commercial centres in Powassan, Trout Creek, and Mattawa. The region includes a notable Francophone population in and around Mattawa, Bonfield and East Ferris, further enriching the area's cultural composition.

Strategically, the detachment patrol area incorporates two of northeastern Ontario's most significant transportation corridors: Highway 11, which runs north-south through Powassan, Trout Creek, and Callander, and Highway 17, a major east-west route passing through Bonfield, Papineau-Cameron, and Mattawa. These highways carry substantial commercial and passenger traffic, link local communities to regional hubs, and present unique policing considerations related to roadway safety, collisions, enforcement demands, and emergency response.

Collectively, the communities within the North Bay Detachment area form a region marked by strong local identity, deep historical roots, and a shared reliance on natural resources, transportation corridors, and community-driven growth. This overview provides essential context for understanding the priorities, risks, and opportunities that guide the 2026–2029 North Bay Detachment Action Plan.

Our Detachment Area



Action Plan Commitments Summary

The OPP’s action planning process is guided by Section 70 (1) of the *Community Safety and Policing Act, 2019* and ensures compliance with the *Adequate and Effective Policing (General)* standards filed as O. Reg. 392/23.

Through analysis and consultation, the following objectives and priorities were identified for the next four years. These are reflective of how adequate and effective policing will be provided in the area served by the detachment, in accordance with the needs and diversity of the population.

CRIME	ROADWAYS, WATERWAYS AND TRAILS	COMMUNITY WELL-BEING
Enhance proactive patrol and/or initiatives to target specific local crime trends and reduce victimization, while increasing community safety.	Expand local level expertise in specialized traffic enforcement that would directly benefit our detachment area.	Increase community engagement and strengthen community relationships through enhanced communication and information sharing.
Reduce harm and victimization related to violent crime and improve clearance rates for violent crime.	Increase safety and public confidence through high-visibility policing presence on our highways, trails, and waterways. With a continuous focus on the Big Four causal factors contributing to fatal collisions.	Strengthen relationships with local youth by providing structured and unstructured youth programming, delivering information about topics that impact youth, and prioritizing partnerships with local youth-focused organizations.
Increase public education and awareness of crime trends (Frauds, elder abuse, and Intimate Partner Violence) through enhanced engagement, presentations, and data sharing.	Increase public education and awareness of traffic safety, vehicle safety, and traffic-related legislation through enhanced engagement, presentations, and data sharing.	Enhance partnerships with local service providers to best support calls for service related to mental health, substance use and addictions, persons with disabilities, persons experiencing homelessness, and other factors that may contribute to increased victimization.

<p>Reduce harm and victimization related to property crime and improve clearance rates for property crime.</p>		
<p>Prevent repeat victimization by targeting offenders and strengthening enforcement of bail compliance.</p>		
<p>Recognizing that, while smaller in scale, the opioid crisis continues to impact individuals and families in our communities both directly and indirectly, the North Bay Detachment will increase community awareness through a combination of enforcement results, education, and information-sharing focused on harm reduction, prevention, and accountability.</p>		

CRIME

The North Bay Detachment remains committed to reducing victimization related to violent crime, property crime, and illicit drug activity through a balanced approach that emphasizes community engagement, education, and shared responsibility for community safety. By strengthening relationships with residents, businesses, and community partners, the detachment seeks to increase awareness, encourage timely reporting, and improve the quality of information available to investigators.

A key focus of this approach is empowering the community to play an active role in preventing and solving crime through education initiatives and partnerships, including enhanced collaboration with Crime Stoppers and other reporting mechanisms. Increased reporting and information-sharing directly contribute to improved investigative outcomes and greater offender accountability.

Through proactive enforcement, trauma-informed victim support, and ongoing investment in investigative training, mentorship, and supervisory oversight, the North Bay Detachment will continue working collaboratively with local partners and stakeholders to reduce victimization, improve solvability, and foster safer, more resilient communities.

COMMITMENTS	ACTIONS	OUTCOMES
Enhance proactive patrol and/or initiatives to target specific local crime trends and reduce victimization, while increasing community safety.	Data-driven patrol/initiatives based on analysis and community input, resulting in increased personal and community safety.	Reduce targeted priority crimes (property crime, impaired driving, repeat victimization) within 24 months, measured by calls for service and UCR data.
Reduce harm and victimization related to violent crime and improve clearance rates for violent crime.	Increased number of detachment members with specialized training and experience in a variety of criminal investigations, resulting in investigative excellence and improved community safety.	Increase the violent crime clearance rate annually and ensure 100% of violent crime files receive documented trauma-informed follow-up within policy timelines
Increase public education and awareness of crime trends (Frauds, elder abuse, and Intimate Partner Violence) through enhanced engagement, presentations, and data sharing.	Expand community-based crime prevention initiatives (fraud, theft, CAMSAFE, Lock It or Lose It). Deliver a minimum of 12 crime and victimization prevention initiatives annually. Increased number of Community Engagement Officer visits, engagements and presentations related to crime prevention, demonstrating an enhanced transparency in local crime data trends.	Anticipate that our Community Engagement Strategy will achieve a 20% increase in CAMSAFE participation within 2 years. This increase will have other consequential impacts, resulting in more expeditious investigations and greater solvability. All of which will result in an increased clearance rate.

<p>Reduce harm and victimization related to property crime and improve clearance rates for property crime.</p>	<p>Expand community-based crime prevention initiatives, including fraud and theft prevention, the CAMSAFE program, and Lock It or Lose It, to reduce opportunities for property crime.</p> <p>Strengthen criminal investigation services through enhanced training, knowledge-sharing, and partnerships to improve investigative effectiveness and clearance rates.</p> <p>Strengthen partnerships with Crime Stoppers and collaborate with area municipalities to actively promote Crime Stoppers as a trusted and accessible tool for reporting property crime and identifying those responsible.</p>	<p>We anticipate property crime will be reduced, and project the property crime clearance rate will increase by 5% annually through targeted enforcement and prevention initiatives. By empowering community members to play an active role in reporting crime, sharing information, and supporting investigations, the community becomes a key partner in holding offenders accountable, contributing to a safer, healthier, and more resilient community for all.</p>
<p>Prevent repeat victimization by targeting offenders and strengthening enforcement of bail compliance.</p>	<p>The addition of a Detachment Offender Management Apprehension Program Detective to identify, direct action, and manage offenders residing in the geographical area.</p>	<p>Conduct bail compliance checks on 100% of identified high-risk offenders monthly. Anticipate a reduction in repeat victimization occurrences within 2 years. By holding offenders accountable to conditions of release, we can expect a noticeable reduction in criminal recidivism.</p>
<p>Recognizing that, while smaller in scale, the opioid crisis continues to impact individuals and families in our communities both directly and indirectly, the North Bay Detachment will increase community awareness through a combination of enforcement results, education, and information-sharing focused on harm reduction, prevention, and accountability.</p>	<p>Continue to support and strengthen the Community Street Crime Unit (CSCU) Officer program, focusing on proactive enforcement and intelligence-led investigations related to illicit drugs and associated criminal activity.</p> <p>Increase engagement and investigative collaboration with the Regional Organized Crime Enforcement Bureau and Drug Enforcement Unit to enhance information sharing, coordinated</p>	<p>These efforts are expected to increase accountability for individuals involved in the trafficking of illicit substances, while prioritizing education and awareness for youth. By increasing understanding of the significant harm caused to individuals, families, and communities, including the risk of serious injury and loss of life, the detachment aims to support informed decision-making, prevention, and healthier, safer communities</p>

	<p>operations, and investigative effectiveness.</p> <p>Enhance officer training in criminal drug detection and investigative techniques to support effective enforcement and improved case outcomes.</p> <p>Expand public education and awareness initiatives delivered by the Community Engagement Officer, with a focus on youth engagement in local schools, addressing drug-related risks, prevention, and community safety.</p>	
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ROADWAYS, WATERWAYS AND TRAILS

Highways 11 and 17 form key sections of the Trans-Canada Highway and carry significant volumes of commercial and commuter traffic through the North Bay Detachment area. In addition to these major corridors, the detachment is responsible for policing an extensive network of municipal roadways, waterways, and recreational trail systems used year-round by motorists, vessel operators, all-terrain vehicles, and snowmobiles.

The North Bay Detachment is committed to improving safety across roadways, waterways, and trails through enhanced reporting, data-driven analysis, and focused enforcement in identified problem areas. By combining collision data, enforcement analytics, and community input, the detachment will deploy resources strategically to areas and times of greatest risk, ensuring enforcement and education efforts are both effective and responsive.

A continued commitment to the Community Directed Enforcement Officer Program will ensure community-identified concerns are addressed in a timely and visible manner, with equal attention given to roadways, trails, and waterways. Enforcement efforts will remain focused on the Big Four causal factors, impaired driving, aggressive driving, including speeding, distracted driving, and lack of occupant restraint, while supporting education and prevention initiatives.

Through a balanced approach of education, engagement, and appropriate enforcement, the North Bay Detachment will promote safer behaviours and improve accountability for those whose actions endanger the safety of themselves and others, while enhancing safety for local residents, neighbouring communities, and visitors travelling through or enjoying the North Bay area.

COMMITMENTS	ACTIONS	OUTCOMES
Expand local level expertise in specialized traffic enforcement that would directly benefit our detachment area.	Committing to ensuring at least one member per shift is trained as a Commercial Motor Vehicle Inspector.	Increasing the number of detachment members with specialized training in traffic enforcement techniques will directly improve traffic safety outcomes for the community.
Increase safety and public confidence through high-visibility policing presence on our highways, trails, and waterways. With a continuous focus on the Big Four causal factors contributing to fatal collisions.	<p>Conduct seasonal and intelligence-led enforcement campaigns targeting high-risk locations and peak collision periods identified through collision and enforcement data.</p> <p>Deploy specialized units and equipment, including marine patrols, ATV and snowmobile patrols, and RIDE programs, to enhance safety on roadways, waterways, and trail systems.</p>	<p>Achieve a measurable reduction in collisions linked to the Big Four causal factors (impaired driving, aggressive driving, distracted driving, and lack of seatbelt use), tracked annually.</p> <p>Increase enforcement activity annually, measured by charges laid, roadside suspensions, RIDE checks conducted, and patrol hours.</p>

	<p>Continue the Community Directed Enforcement Officer (CDEO) Program, leveraging its proven success to address localized traffic, roadway, waterway, and trail safety concerns identified through community input and data analysis.</p> <p>Deliver public safety education campaigns through social media, community events, and partnerships with local organizations, schools, and municipal partners.</p> <p>Promote safe driving, boating, and trail-use practices year-round through messaging aligned with the Big Four causal factors.</p> <p>Conduct monthly analysis of collision data to identify trends and adjust enforcement priorities accordingly.</p> <p>Deploy resources strategically to areas with the highest collision rates and demonstrated risk.</p> <p>Coordinate enforcement and education efforts with provincial traffic safety initiatives to ensure consistency and maximize impact.</p>	<p>Demonstrate consistent, documented data-driven deployment decisions through monthly collision trend reports.</p> <p>Increase year-over-year community engagement and participation in traffic and safety initiatives, measured by attendance, outreach metrics, and partner feedback.</p> <p>Improve public confidence in roadway, waterway, and trail safety, as reflected in community feedback and engagement surveys.</p>
<p>Increase public education and awareness of traffic safety, vehicle safety, and traffic-related legislation through enhanced engagement, presentations, and data sharing.</p>	<p>Deliver multiple community presentations across the detachment area led by the Detachment Community Engagement Officer, supported by Subject Matter Experts in roadway, waterway, and trail safety.</p>	<p>Increased public awareness of legislation and enforcement consequences related to roadway, waterway, and trail safety will improve public understanding and compliance. Enhanced compliance is expected to result in a</p>

	Implement a coordinated media and social media education campaign titled “Did You Know?” to increase public awareness of legislation, safe practices, and enforcement expectations related to highways, trails, and waterways.	measurable reduction in collisions, injuries, and fatalities over the term of the action plan.
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COMMUNITY WELL-BEING

The North Bay Detachment is committed to maintaining and strengthening collaborative partnerships that support community safety and overall well-being. By working closely with municipal partners, community organizations, and service providers, the detachment seeks to develop coordinated strategies that address complex social issues and reduce harm to individuals, families, and the broader community.

Recognizing that many calls for service are best addressed through non-police supports, the detachment will continue to identify, evaluate, and expand co-response and alternative response solutions that ensure individuals receive the most appropriate assistance while allowing police resources to remain focused on core policing responsibilities.

A key component of this approach is the established partnership with the Canadian Mental Health Association (CMHA) North Bay through the Mobile Crisis Response Team (MCRT). This collaborative, community-based model provides timely, compassionate, and specialized support to individuals experiencing mental health and related crises. The detachment remains committed to the continued partnership and planned expansion of this program, enhancing its reach, effectiveness, and availability within the community.

In support of prevention and education, the detachment will also increase engagement through the Community Engagement Officer, with an expanded presence in local schools and community settings to engage, educate, and build positive relationships. This work will be complemented by an increased and more consistent presence on social media and digital platforms, providing timely updates to the public on detachment initiatives, community partnerships, and results achieved. Through open communication and visible engagement, the detachment aims to strengthen public trust, encourage shared responsibility, and keep the community informed and involve

COMMITMENTS	ACTIONS	OUTCOMES
<p>Increase community engagement and strengthen community relationships through enhanced communication and information sharing.</p>	<p>Increase consistent and meaningful officer presence at local community events and initiatives to foster trust, visibility, and approachability.</p> <p>Engage communities through multiple consultation methods, including social media and community forums, to share detachment priorities, local crime trends, and practical safety information.</p>	<p>Increased number of community engagements and local level communications, resulting in positive feedback from community members about transparency and accessibility of information.</p>

	<p>Utilize OPP-approved communication platforms, including social media and the OPP website, to provide timely, accurate updates on enforcement initiatives, crime prevention programs, and community safety alerts.</p> <p>Collaborate with municipal leaders, Police Services Boards, schools, and community organizations to address local concerns and develop joint education and prevention initiatives.</p> <p>Encourage community engagement with local Police Services Board members as an accessible conduit for residents to bring forward ideas, priorities, and initiatives that contribute to community safety, shared responsibility, and overall community well-being.</p> <p>Monitor community engagement indicators, including event attendance, consultation participation, and qualitative feedback, to assess effectiveness and guide future engagement efforts.</p>	
<p>Strengthen relationships with local youth by providing structured and unstructured youth programming, delivering information about topics that impact youth, and prioritizing partnerships with local youth-focused organizations.</p>	<p>Establish a regular and consistent presence of the Detachment Community Engagement Officer in area schools, with weekly engagement opportunities focused on relationship-building, informal interaction, and open dialogue with students.</p>	<p>Increased partnerships, initiatives, engagements, and presentations with and for youth will strengthen positive relationships between young people and police. By providing timely information, open dialogue, and trusted support, youth will be better informed, more confident, and more connected to their community. An informed, educated, and</p>

	<p>Engage directly with students through both structured and unstructured interactions, providing opportunities for questions, discussion, and education in a setting that promotes trust and approachability.</p> <p>Offer school-based presentations and information sessions on topics relevant to youth safety and well-being, informed by identified crime trends, analytics, community concerns, and topics requested by schools.</p> <p>Collaborate with school administrators, educators, and youth-focused organizations to tailor content to the needs of the student body and broader community.</p> <p>Track engagement activity, including frequency of school visits, presentations delivered, and participating schools, to ensure consistent delivery and continuous improvement</p>	<p>inspired youth is more likely to make safe choices, avoid victimization, and contribute positively to a healthy, resilient community.</p>
<p>Enhance partnerships with local service providers to best support calls for service related to mental health, substance use and addictions, persons with disabilities, persons experiencing homelessness, and other factors that may contribute to increased victimization.</p>	<p>Strengthen and formalize partnerships with local mental health, addictions, housing, and social service providers to support coordinated responses to calls for service involving vulnerable persons.</p> <p>Advance the planned integration of an additional Canadian Mental Health Association (CMHA) worker to enhance collaborative responses to calls for service involving mental health, substance use,</p>	<p>Through strengthened partnerships with local service providers and the planned addition of dedicated Canadian Mental Health Association support, with the potential to expand toward seven-day-a-week coverage, individuals experiencing mental health challenges, substance use concerns, homelessness, or other vulnerabilities will receive more timely, compassionate, and appropriate assistance. Coordinated responses will</p>

	<p>addictions, and individuals experiencing heightened vulnerability.</p> <p>Continue to support and enhance the Mobile Crisis Response Team, leveraging the additional CMHA capacity to improve response timeliness, follow-up, and continuity of care.</p> <p>Engage service providers in regular collaborative discussions and information sharing to identify emerging trends, service gaps, and opportunities for joint problem-solving.</p> <p>Promote trauma-informed, person-centred approaches through ongoing training and shared best practices with community partners.</p> <p>Work with municipal and community partners to support coordinated strategies for persons experiencing homelessness, prioritizing safety, dignity, and harm reduction.</p> <p>Monitor collaborative response activity and outcomes to ensure services remain responsive and aligned with community needs.</p>	<p>reduce risk, enhance dignity, and improve continuity of care, contributing to safer interactions, reduced victimization, and a healthier, more resilient community.</p>
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OUR VISION

Safe Communities...
A Secure Ontario

OUR MISSION

To serve our province by
protecting its citizens,
upholding the law
and preserving
public safety.

OUR VALUES

Serving with
PRIDE,
PROFESSIONALISM
& **HONOUR**

Interacting with
RESPECT,
COMPASSION
& **FAIRNESS**

Leading with
INTEGRITY,
HONESTY
& **COURAGE**



Always doing the right things for the right reasons

CONTACT THE OPP

Know your location - be ready to describe the situation and your location. Look for addresses, landmarks and buildings that may help identify your location.

REACH THE OPP BY PHONE

- Call 9-1-1 if there is an immediate risk to someone's life or property
 - to stop or report a crime in progress
 - to report a fire
 - to report a life-threatening medical emergency
 - Don't hang up, stay on the line
- To report non-life-threatening incidents that require a police response, use the non-emergency line (1-888-310-1122) or go to opp.ca/reporting
- TTY 1-888-310-1133 or agent 511 for registered subscribers may be used for individuals in the Deaf, Hard of Hearing and Speech Impaired (DHHSI) community to contact police
- For all administrative inquiries or to schedule an appointment, find contact information for your local detachment at opp.ca/detachments

PROVIDE AN ANONYMOUS TIP

- Call Crime Stoppers at 1-800-222-8477 (TIPS) or visit www.crimestoppers.ca

REPORT AN INCIDENT ONLINE

- The OPP offers online reporting for minor, non-emergency occurrences in areas of OPP jurisdiction. opp.ca/reporting allows you to submit a report without visiting or calling.
- Use the online reporting tool for:
 - Theft Under \$5,000
 - Mischief / Damage to Property Under \$5,000
 - Mischief / Damage to Vehicle Under \$5,000
 - Theft from Vehicle Under \$5,000
 - Lost / Missing Property Under \$5,000, including a licence plate(s) or validation sticker(s)
 - Driving Complaints

If you are reporting an emergency, call 9-1-1.

#KNOWWHENTOCALL

9-1-1 is for emergencies only: If there is an immediate risk to someone's life or property.

- ✓ a crime in progress
- ✓ a fire
- ✓ a life-threatening medical emergency

Dialed 9-1-1 accidentally? #Be911Ready. Don't hang up, stay on the line and speak with an OPP Communicator to confirm there's no emergency.

The misuse of 911 ties up emergency lines, communicators and officers, which can result in a slower response to a real emergency and risks the safety of people who may need urgent help.

It is against the law to call 9-1-1 as a joke. Prank 9-1-1 calls can be dangerous and waste valuable emergency resources.

ACTION PLAN

NORTH BAY DETACHMENT

2026-2029

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Detachment Commander Performance Management Framework

Part I – Governance Resource Guide

1. Purpose

This framework provides guidance to OPP Detachment Boards for completing an annual, consistent, and legislatively compliant performance evaluation of the Detachment Commander. It ensures that Boards meet their responsibilities under the Community Safety and Policing Act, 2019 and Ontario Regulation 135/24. The framework supports accountability, transparency, and strong community safety outcomes through effective leadership oversight.

2. Policy Statement

Detachment Boards are responsible for monitoring and evaluating the delivery of policing services within their jurisdictions. Under sections 68 to 70 of the Community Safety and Policing Act, 2019, Boards shall monitor service performance, participate in setting detachment objectives, and provide advice to the Commissioner through the Regional Superintendent. Evaluating the Detachment Commander is an essential part of meeting these responsibilities.

The annual performance evaluation demonstrates the Board's commitment to evidence-based governance, links detachment leadership to measurable community priorities, and promotes professional growth and leadership continuity.

Board structures and capacities vary. To ensure flexibility while maintaining compliance:

- Boards may establish a Detachment Commander Evaluation Committee.
- Smaller Boards may opt to complete the responsibility as a full Board.
- Detachments that have more than one Board may decide to form a committee composed of members from all Boards and consolidate their efforts into one performance evaluation.

Regardless of structure, the statutory obligation to evaluate remains with the Board as a whole.

3. Legislative and Regulatory Alignment

This framework aligns with:

- Community Safety and Policing Act, 2019, Section 44, which authorizes closed meetings for personal or employment-related matters.
- Community Safety and Policing Act, 2019, Sections 68 to 70, which outline the duties of Detachment Boards to monitor, evaluate, and provide feedback.

- Ontario Regulation 135/24, which sets the composition, operation, and cooperation requirements for Detachment Boards.

Boards shall document and retain evidence that demonstrates compliance with these provisions. Failure to conduct or submit an evaluation may constitute a governance deficiency subject to review by the Inspectorate of Policing.

Historical Note. Before the CSPA, Board participation in Detachment Commander evaluations was inconsistent. The Act now makes this a required governance function. This is being created to establish a framework to set clear expectations, clarify roles, and address gaps that have existed in the past.

4. Scope and Application

This framework applies to all OPP Detachment Boards established under the Community Safety and Policing Act, 2019. It covers the annual evaluation cycle from January through December and the submission of the finalized evaluation to the Regional Superintendent by January 31 of the following year.

Boards shall use the official OPP Performance Feedback Form and maintain complete records of the process. Boards may adapt their internal procedures to suit local needs, provided that they continue to meet the minimum compliance requirements and timelines.

Where more than one Board serves a detachment, joint participation in the evaluation process is encouraged as a best practice, though not required. Each Board remains accountable for its own evaluation and submission.

5. Roles and Responsibilities

Full Board: Confirms the annual evaluation cycle, approves the committee or advisory group, reviews and adopts the final evaluation, and records public motions acknowledging approval and submission.

Human Resources Committee: Leads the evaluation process on behalf of the Board, gathers feedback, meets with the Detachment Commander, and drafts and recommends the evaluation for approval.

Detachment Commander: Provides reports, self-assessment, and supporting information. Participates in review meetings and signs the final evaluation to acknowledge receipt.

Board Administrator or Committee Administrator or Secretary: Coordinates meetings and documentation, records all resolutions and minutes, and ensures secure storage and timely submission.

Regional Superintendent: Receives evaluations, confirms receipt, and supports follow-up where appropriate.

All Boards shall maintain written records of decisions, motions, and submissions as part of their governance file.

6. Annual Performance Management Cycle

January through December

The evaluation cycle follows the calendar year. January is both the closing month for the previous year's evaluation and the start of the new year's cycle. This overlapping structure supports continuity and effective planning.

Stage 1. January –Kickoff

Purpose: Develop the Key Performance Indicators that will provide the foundation of the evaluation and oversight plan in consultation with your Detachment Commander.

Actions for the new year.

1. Confirm the membership and mandate of the committee if applicable.
2. Boards shall establish priorities for the evaluation based on the Detachment Action Plan and community engagement initiatives. These priorities should be reviewed and confirmed with the Detachment Commander to ensure they are relevant and achievable.
3. Set dates for the mid-year check-in and the year-end evidence review.

Compliance Reference. Community Safety and Policing Act, 2019, Sections 44 and 68 to 70.

Stage 2. February to March – Baseline and Evidence Build

Establish baseline and confirm priorities for the current year in consultation with Detachment Commander.

Note: Through the entire calendar year, the Board/Committee collect data for evaluation through relevant oversight opportunities throughout the calendar for the year.

Stage 3. April to June – Mid-Year Review

Boards should hold a structured mid-year discussion with the Detachment Commander. This meeting confirms progress on the Action Plan, identifies challenges, and notes any

resource or community issues. Comments or requests for clarification must be recorded without directing day-to-day operations.

Stage 4. September to October – Pre-Evaluation Preparation

Boards shall prepare for the year-end review. Tasks include compiling evidence, requesting the Commander’s self-assessment (may be provided in writing or as a verbal report) by mid-November, scheduling the December evidence review, and preparing open and closed session motions for January approval.

Stage 5. December – Evidence Lock and Drafting

The Board locks the evidence record on December 31. The HR Committee or full Board drafts the evaluation using objective and professional language supported by facts and performance data. Comments shall relate to outcomes, leadership, and collaboration consistent with the Board’s governance role.

Stage 6. January (Following Year) – Approval and Submission

The Board conducts its closed-session review, returns to open session to record approval, obtains signatures, and submits the evaluation by January 31. A copy of the submission and proof of receipt shall be kept in the governance record.

Sample Motion.

“That the [Board Name] acknowledges receipt of the finalized Detachment Commander Performance Evaluation for calendar year [Year] and approves its submission to the OPP Regional Superintendent.”

Actions:

1. Compile evidence for the period of January to December including kick off meeting, mid-year review the Detachment Commander’s self assessment and engagement opportunities with the Detachment Commander.
2. The Committee, or full Board completes the evaluation using the official form provided by the Ontario Provincial Police.
3. The Board reviews the draft in a closed session with the Detachment Commander after passing a public resolution stating the general nature of the discussion.
4. The Detachment Commander provides their final comments on the evaluation prior to finalizing for signatures.
5. Obtain signatures from the Detachment Commander and Board representative.
6. Return to open session to approve the evaluation and authorize submission.
7. Submit the evaluation to the Regional Superintendent by January 31.

Stage 7. February – Post-Cycle Debrief and Continuous Improvement

Boards should complete a brief debrief to identify lessons learned and note any improvements for the next cycle. Minutes from closed sessions shall be approved at the next closed meeting and retained in accordance with the Board’s record retention policy.

7. Governance Maturity and Cultural Shift

The success of this framework depends on culture as much as compliance. Boards and the OPP are transitioning from a discretionary approach to a mandatory standard of transparent governance. We recognize that frequent changes in detachment leadership and legacy practices have caused inconsistency, but the *Community Safety and Policing Act, 2019* provides a clear foundation for improvement. Boards that use this framework consistently will build credibility with their communities, strengthen accountability, and advance police governance across Ontario.

Part II – Template Policy and By-law

OPP Detachment Commander Performance Evaluation Policy

1. Purpose

The purpose of this policy is to establish a consistent, transparent, and legislatively compliant process for the annual performance evaluation of the OPP Detachment Commander. This policy supports the Board’s duties under the *Community Safety and Policing Act, 2019* and *O. Reg. 135/24* to monitor, evaluate, and report on the delivery of policing services.

2. Authority

This policy is adopted under the authority of:

- Sections 68 to 70 of the *Community Safety and Policing Act, 2019*
- Section 44 of the Act respecting closed (in-camera) meetings
- Ontario Regulation 135/24 (*Detachment Boards and Advisory Councils*)

These provisions require Detachment Boards to monitor and evaluate police-service performance and to conduct their meetings and records in accordance with the Act and regulation.

3. Scope

This policy applies to all members of the [Board Name] Detachment Board and to any committee designated to carry out the evaluation on behalf of the Board.

It covers the annual evaluation cycle from January through December and the submission of the finalized evaluation to the Regional Superintendent by January 31 of the following year.

4. Definitions

Act means the *Community Safety and Policing Act, 2019*.

Board means the [Board Name] Detachment Board established under the Act.

Detachment Commander (DC) means the OPP officer appointed by the Commissioner to command the detachment serving the Board’s jurisdiction.

Evaluation Cycle means the twelve-month period from January to December used for assessing the Detachment Commander’s performance.

Committee means a group appointed by the Board to prepare and coordinate the evaluation process, composed of a majority of Board members.

Inspectorate of Policing (IoP) means the provincial entity responsible for oversight and compliance under the Act.

5. Policy Statement

The Board shall monitor and evaluate the performance of the Detachment Commander each calendar year.

The Board shall complete this process in accordance with the timelines and standards set out in this policy and the Detachment Commander Performance Management Framework.

The Board may delegate the preparatory work to a committee or advisory group but remains collectively responsible for the final approval and submission.

The Board shall ensure that a majority of members of any committee are Board members.

This policy is intended to advance accountability and transparency in police governance and to support leadership excellence within the Ontario Provincial Police.

6. Annual Evaluation Cycle

Time Period	Stage	Purpose	Key Actions	Compliance Reference
January	Closeout and Kickoff	Finalize the prior year’s evaluation and begin the new year’s oversight plan.	<ul style="list-style-type: none">• Compile evidence for the previous year.• Draft and review the evaluation in closed session.	CSPA s. 44 and s. 68–70

Time Period	Stage	Purpose	Key Actions	Compliance Reference
			<ul style="list-style-type: none"> • Approve and submit to the Regional Superintendent by January 31. • Confirm committee or advisory group for the new year. • Approve oversight calendar and set evaluation milestones. 	
February – March	Baseline and Evidence Build	Establish baseline and confirm priorities for the current year.	<ul style="list-style-type: none"> • Receive Detachment Commander baseline report. • Confirm evaluation measures and evidence sources. • Update evaluation file and documentation index. 	CSPA s. 69 (Board monitoring duties)
April – June	Mid-Year Review	Assess progress and address emerging issues.	<ul style="list-style-type: none"> • Hold structured discussion with the Detachment Commander. • Review progress against the Action Plan. • Record notes and follow-up actions in governance file. 	CSPA s. 68 and O. Reg. 135/24
September – October	Pre-Evaluation Preparation	Prepare for year-end evaluation and ensure readiness.	<ul style="list-style-type: none"> • Compile evidence and identify gaps. • Request Commander self-assessment by mid-November. • Schedule December evidence reviews and January approval meeting. 	CSPA s. 44 (closed sessions)
December	Evidence Lock and Drafting	Capture the full year’s record and prepare draft evaluation.	<ul style="list-style-type: none"> • Lock evidence on December 31. • Draft evaluation using verified data and professional language. • Ensure alignment with Board governance role. 	CSPA s. 68–70
January (Following Year)	Approval and Submission	Complete formal approval and submit the finalized evaluation.	<ul style="list-style-type: none"> • Conduct closed-session review. • Return to open session to record approval motion. • Obtain signatures and submit by January 31. 	CSPA s. 44 and s. 68 (duty to report)

Time Period	Stage	Purpose	Key Actions	Compliance Reference
February	Post-Cycle Debrief and Continuous Improvement	Close administrative records and improve governance practices.	<ul style="list-style-type: none"> • Approve in-camera minutes at next closed session. • Record lessons learned and update procedures. • Link insights to Board education and planning. 	Records Retention By-law and O. Reg. 135/24

7. Records and Confidentiality

The Board shall maintain accurate records of all motions, resolutions, and minutes related to this process.

Closed-session minutes shall be stored separately from public minutes and approved at the next closed meeting.

Completed evaluations shall be retained in accordance with the Board’s records retention policy and applicable municipal legislation.

No person shall disclose evaluation content or discussion details except as authorized by the Board or required by law.

8. Reporting and Submission

The Board shall submit the finalized evaluation to the Regional Superintendent by January 31 each year and retain proof of submission.

The Board may include a summary of this process in its annual governance report to demonstrate compliance and transparency.

9. Review and Continuous Improvement

The Board shall review this policy at least once every three years or sooner if the Community Safety and Policing Act or related regulations are amended.

After each evaluation cycle, the Board should conduct a brief debrief session to identify process improvements and training needs.

10. Effective Date

This policy takes effect upon approval by the Board and remains in force until amended or repealed.

Part III – Tools and Appendices

Detachment Commander Performance Evaluation Toolkit

Appendix A – Annual Evaluation Checklist

Step	Action	Responsible Party	Target Completion	Status / Notes
1	Confirm annual cycle, committee or advisory group membership, and meeting schedule	Full Board	January	
2	Approve oversight calendar and evaluation milestones	Full Board	January	
3	Compile prior year evidence and draft evaluation	Full Board/ Committee	January	
4	Review draft evaluation in closed session and approve submission in open session	Full Board	By January 31	
5	Submit finalized evaluation to Regional Superintendent and retain confirmation	Chair / Administrator	By January 31	
6	Establish baseline report and confirm current year measures	Detachment Commander and Board/Committee	February–March	
7	Hold structured mid-year review meeting	Board and Detachment Commander	April–June	
8	Compile year-end evidence and request self-assessment	Full Board/ Committee	September–November	
9	Lock evidence and draft final evaluation	Full Board/ Committee	December 31	
10	Conduct post-cycle debrief and update records	Full Board	February	

Appendix B – Board Member Feedback Worksheet

Each Board member completes this worksheet confidentially and returns it to the Committee or Board designate before the drafting stage.

Instructions:

Provide comments based on the Board’s oversight role, using information from meeting reports, action-plan updates, and community feedback. Avoid operational detail or personal opinion.

1. Legislated Duties

How effectively has the Detachment Commander fulfilled legislated responsibilities under the CSPA?

Duty (per CSPA s. 68–70)	Board Member Comments
--------------------------	-----------------------

Provided required reports on policing services

Consulted with the Board to set detachment objectives

Followed Board direction related to local policies

Developed and reported on local action plan objectives

2. Service Delivery

Evaluate overall effectiveness in key policing functions.

Function	Board Member Comments
----------	-----------------------

Crime prevention

Law enforcement and investigations

Maintaining public peace

Emergency response readiness

Victim assistance and community support

3. Leadership and Communication

Focus Area	Board Member Comments
------------	-----------------------

Engagement with the Board and community

Responsiveness and follow-through on Board requests

Professional conduct and leadership example

Focus Area**Board Member Comments**

Collaboration with other detachments and agencies

4. Development and Recognition**Prompt****Board Member Response**

Examples of excellence this year

Opportunities for growth or professional development

Other observations or recommendations

Appendix C – Detachment Commander Self-Assessment Template

The Detachment Commander may complete a brief self-assessment each year to support transparency and mutual accountability.

Suggested Structure:

1. Summary of key achievements for the review year
2. Progress on Action Plan commitments and measurable outcomes
3. Community engagement and collaboration initiatives
4. Operational challenges or barriers encountered
5. Lessons learned and areas identified for development
6. Objectives for the coming year

Appendix D – Sample Motions and Resolutions**1. Entering Closed Session**

Motion:

“That the [Board Name] move into a closed session to discuss the draft Detachment Commander Performance Evaluation for calendar year [Year], as it relates to personal matters about an identifiable individual, in accordance with Section 44 of the Community Safety and Policing Act, 2019.”

2. Returning to Open Session

Motion:

“That the Board rise from the closed session and report that the draft Detachment Commander Performance Evaluation was reviewed and that direction was provided to finalize the document for approval.”

3. Approval of Final Evaluation

Motion:

“That the [Board Name] acknowledges receipt of the finalized Detachment Commander Performance Evaluation for calendar year [Year] and approves its submission to the OPP Regional Superintendent.”

4. Acknowledging Submission

Motion:

“That the Chair be authorized to sign and submit the finalized Detachment Commander Performance Evaluation to the Regional Superintendent on behalf of the Board.”

Appendix E – Submission Email Template

Subject: Submission – Detachment Commander Performance Evaluation [Year] – [Board Name]

To: [Regional Superintendent Email Address]

Body:

Please find attached the finalized Detachment Commander Performance Evaluation for [Year], as approved by the [Board Name] on [Date].

This submission reflects the input of the full Board and has been completed in accordance with the Community Safety and Policing Act, 2019 and the OPP Detachment Commander Performance Management Framework.

Please confirm receipt. Should you require further information, contact [Board Chair or Administrator Name] at [email address] or [phone number].

Sincerely,

[Name]

[Title]

[Board Name]

Appendix F – Annual Compliance Log

Boards may use this log to demonstrate completion of each required step in the evaluation cycle.

Requirement	Yes / No	Evidence / File Reference	Comments
Evaluation cycle confirmed and calendar approved			
Committee or advisory group established (if applicable)			

Requirement	Yes / No	Evidence / File Reference	Comments
Mid-year review conducted			
Year-end evidence compiled			
Closed-session resolutions recorded			
Evaluation approved in open session			
Submission sent to Regional Superintendent			
Proof of submission retained			
Post-cycle debriefs completed			

Appendix G – Good Governance Reminders

1. The evaluation process is a statutory responsibility, not a courtesy.
2. Boards are encouraged to approach performance management as a learning process for both the Board and the Detachment Commander.
3. The process shall remain professional, fact-based, and consistent from year to year.
4. Participation in this process is a hallmark of governance maturity and Inspectorate readiness.
5. The framework should be reviewed annually to ensure it remains aligned with CSPA obligations and evolving best practices.

OPP Detachment Board Start-Up Checklist

Consideration	Details	Status
Recruiting and Appointing Members of the Board	<ul style="list-style-type: none"> • Composition of the OPP Detachment Boards is covered in O. Reg. 135/24 • Ensure compliance to eligibility criteria in CSPA • Ensure diverse representation from the community, including marginalized groups. • Consider a skills matrix that helps identify areas of expertise of board members and gaps when recruiting. • Appointment of board members requires the Oath and acknowledgement of the Code of Conduct • All board members require Criminal Record Check 	
Training and Orientation	<ul style="list-style-type: none"> • Training is provided by Ontario Police College (OPC) • Four modules of mandatory training are required for all board members • Module 1 – Roles and Responsibilities training is required prior to sitting on the board. • The remaining 3 modules (thematic training) completion is required within 6 months of appointment • Board Administrative staff may want to consider a method to record individual login credentials and completion status matrix to aid in compliance • Using approved application, all participants and contact details will be sent to OPC Registrars Office opc.registrar@ontario.ca • All participants will be given individual login credentials 	
Operational Guidelines	<p>Develop and implement clear operational guidelines and policies:</p> <ol style="list-style-type: none"> 1. Term of Reference (multi community detachment boards) 2. Meeting notice, frequency & location 3. Internet (webpage) location for posting of board meeting schedule and minutes, complaints link, policies and bylaws and all other requirements within the CSPA 4. Review any need for a board name change, develop a by law for the name change difference from O. Reg. 135/24 5. Develop policies, protocols and bylaws 	

	<p>6. Develop process for Detachment Commander feedback for recruitment and annual evaluation as part of your policies and bylaw development</p>	
Funding and Budget	<p>Secure funding and establish a budget for the board operations.</p> <ul style="list-style-type: none"> • OPP operational estimates are sent directly to municipalities within the detachment • Consider as part of the term of reference is apportioning of the board budget between multi-municipality detachments is required. • Consider costs for ongoing board development, conferences, training, public engagement meetings, travel, accommodation and per diem • Internet costs, server, IT support etc. • Indemnification insurance costs • Incidentals for meeting requirements and office supplies • Cost of board equipment (computer, printer, etc) • Board requirements for administration support costs • Board advertising costs for community and provincial rep positions and public notices 	
Remuneration of Board Members	<ol style="list-style-type: none"> 1. Remuneration is not a part of the boards budget 2. Per the CSPA, remuneration for Provincial Appointees is required 3. Determine whether other board members will require remuneration and details and criteria for requirement 	
Collaboration with OPP	<p>Establish a strong working relationship with the Ontario Provincial Police Detachment Commander</p> <ul style="list-style-type: none"> • Clear understanding of OPP Commissioner Strategic Plan, diversity plan and any other relevant information for adequate & effective policing • Understand the Local Action Plan & Process • Determine whether public outreach is required • Understand the Performance Metrics to evaluate Local Action Plan and detachment's effectiveness 	

OPP Detachment Board Start-Up Checklist

	<ul style="list-style-type: none"> Review the annual report process and whether the board will also give an annual board update; determine the reporting process and expectations for reporting for all municipalities in the detachment area 	
Transparency and Accountability	Ensure all actions and decisions are transparent and Board members are held accountable.	
Ongoing Board Development	<p>Develop mechanisms for resolving conflicts within the Board and with the community.</p> <p>Determine other training and skill development required for board members and plans to increase board member competency</p>	
Documentation	<p>Maintain thorough documentation of meetings, decisions, and policies.</p> <p>Determine location and process to post on internet</p> <p>Consider developing a document retention plan and change management plan</p>	

Detachment Board Activation Roadmap

From Appointment to Action under the Community Safety and Policing Act, 2019

Stage 1: Formation and Readiness – Getting Seated

Goal: Make sure the board is legally recognized and ready to operate.

Approximate timing: Within the first month after appointments.

Key Actions:

- Confirm that all board members have been officially appointed and meet the eligibility criteria set out in Ontario Regulation 135/24.
- Each board member must take the **Oath of Office** and complete a **Criminal Record Check**.
- Register each member for the mandatory **training provided by the Ontario Police College**.
- Keep a record of who has registered and completed each training module.
- Designate an **administrative contact person** (such as a municipal clerk or board secretary) to handle correspondence and record-keeping.
- Elect chair, vice-chair and treasurer or any other relevant positions required by the CSPA or operating procedures.

Deliverables:

- Recorded Oaths and record check confirmations
- Training registration log
- Contact list of all board members (sent to OAPSB for database)

Milestone: The board is formally established and recognized as compliant.

Stage 2: Organization and Structure – Getting Organized

Goal: Build a functional structure and establish good habits for how the board operates.

Approximate timing: Month 2 to 3.

Key Actions:

- Approve a **Terms of Reference** that defines how the board will operate, how the participating municipalities will support the board, especially for boards that include more than one municipality.
- Set a regular **meeting schedule** and identify how meetings will be publicized.
- Secure **insurance coverage** for the board.

OPP Detachment Board Start-Up Checklist

- Develop policies for handling board **budgets, expenses, and reimbursements**.
- Create a **webpage** or online section where meeting notices, minutes, and board policies, local action plans, etc. will be posted for public transparency as required by the CSPA.

Deliverables:

- Approved Terms of Reference
- Annual meeting calendar
- Budget and cost-sharing plan
- Online posting framework

Milestone: The board has structure, visibility, and operational rhythm.

Stage 3: Strategic Focus – Getting Direction

Goal: Move from organizing to influencing priorities and understanding your role in policing oversight.

Approximate timing: Month 3 to 6.

Key Actions:

- Meet with the **Detachment Commander** to discuss local policing priorities.
- Review the **provincial policing strategy** and your local Community Safety and Well-Being Plan to make sure your work aligns with both.
- Agree on what kind of **reports** the board will receive from the Detachment Commander and how often.
- Review the **Local Action Plans** that outline community priorities; understand the local action planning process, cycle and obligations for review and feedback from the board.

Deliverables:

- Draft list of board and community priorities
- Documented expectations for Commander reports
- Local Action Plan notes

Milestone: The board starts shaping direction rather than reacting to it.

Stage 4: Governance in Action – Getting Accountable

Goal: Put your oversight responsibilities into practice.

Approximate timing: Month 6 to 9.

Key Actions:

- Develop a **process to evaluate the performance of the Detachment Commander** each year.
- Create clear policies for **records management, access to information, and complaints**.
- Review or develop minimum policies recommended under the CSPA and any local or best practice policies relevant for how your board operates.
- Hold your **first community update or public meeting** to demonstrate transparency.
- Participate in **regional board meetings (zone meetings) or training sessions** to learn from others.

Deliverables:

- Evaluation tools and templates
- Approved policies
- Community update summary

Milestone: The board is active, transparent, and credible.

Stage 5: Continuous Improvement – Getting Better

Goal: Strengthen performance and maintain good governance over time.

Approximate timing: Ongoing.

Key Actions:

- Conduct an **annual self-assessment** of board performance.
- Identify areas where more training or skill development is needed.
- Plan for orientation and **succession** to ensure ongoing knowledge among members.
- Maintain regular communication with the Detachment Commander and local municipal councils and community safety and well-being partners.
- Update policies and practices as laws or local needs change.

Deliverables:

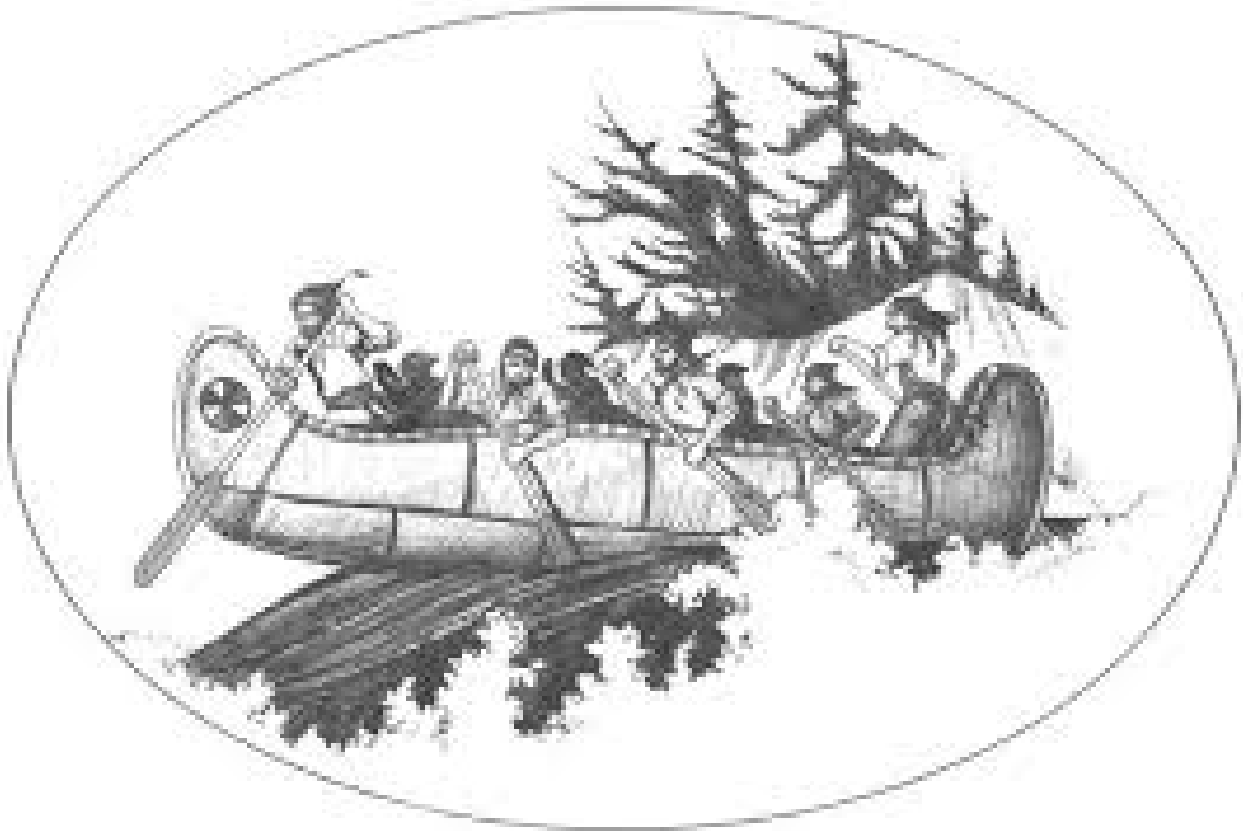
- Annual self-assessment report
- Updated policies and training plan
- Annual report (due by June 30 each year)

Milestone: The board is effective, consistent, and continually improving.



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Message from the Chair

Over the last several years, there has been significant transformation in the way that communities achieve community safety and well-being. We are committed to working with our members, community partners and our residents to achieve the ideal state of a sustainable community where everyone is safe, has a sense of belonging, access to services and where individuals and families are able to meet their needs for education, health care, food, housing, income and social and cultural expression.

We believe community safety is a shared responsibility; we need our entire community to continue to commit to keeping our homes, schools, workplaces and neighbourhoods a safe place to live, raise our families and retire here at Home.

On behalf of the Mattawa and Area Community Safety Well-Being Advisory Committee, I would like to thank our municipal Councils for their continued support, and for sharing our vision of a safe, welcoming, and inclusive community for all.

Messages from Councils

Town of Mattawa

WHEREAS the Town of Mattawa, the Municipality of Mattawan, the Township of Papineau-Cameron and the Municipality of Calvin have joined together to create a Community Safety and Well-Being Plan which is a commitment to our residents that we are working together for the betterment of all;

AND WHEREAS the Council of the Corporation of the Town of Mattawa is committed as civic leaders to our community's safety and well-being: A Plan for Collaboration and Action;

AND WHEREAS the Council of the Corporation of the Town of Mattawa is fundamentally supportive of all initiatives that promote and focus on the safety and well-being of our residents and communities as a whole;

AND WHEREAS the Community and Safety-Well Being Plan is a Plan that will be sustainable over time, will monitor its residents' pulse and will alter its trajectory to promote a healthy, safe and economically vibrant community;

AND WHEREAS the Mattawa and Area Community and Safety-Well Being Advisory Committee was established in 2020 which its goals and objectives are to achieve the ideal state of a sustainable community where everyone is safe, has a sense of belonging, access to services and where individuals and families are able to meet their needs for education, health care, food, housing, income and social and cultural expression;



AND WHEREAS leading by example and working together is instrumental in the success of any initiative.

THEREFORE BE IT RESOLVED THAT Council of the Corporation of the Town of Mattawa proudly endorses the Mattawa and Area Community and Safety-Well Being Plan as a commitment of our communities working together for the Safety and Well-Being of our residents.

Municipality of Calvin

WHEREAS the Town of Mattawa, The Municipality of Mattawan, the Township of Papineau-Cameron and the Municipality of Calvin have joined together to create a Community Safety and Well-Being Plan which is a commitment to our residents that we are working together for the betterment of all;

AND WHEREAS the Council of the Corporation of the Municipality of Calvin is committed as civic leaders to our community's safety and well-being: A Plan for Collaboration and Action;

AND WHEREAS the Council of the Corporation of the Municipality of Calvin is fundamentally supportive of all initiatives that promote and focus on the safety and well-being of our residents and communities as a whole;

AND WHEREAS the Community and Safety-Well Being Plan is a Plan that will be sustainable over time, will monitor its residents' pulse and will alter its trajectory to promote a healthy, safe and economically vibrant community,

AND WHEREAS the Mattawa and Area Community and Safety-Well Being Advisory Committee was established in 2020 which its goals and objectives are to achieve the ideal state of a sustainable community where everyone is safe, has a sense of belonging, access to services and where individuals and families are able to meet their needs for education, health care, food, housing, income and social and cultural expression;

AND WHEREAS leading by example and working together is instrumental in the success of any initiative.

THEREFORE BE IT RESOLVED THAT Council of the Corporation of the Municipality of Calvin proudly endorses the Mattawa and Area Community and Safety-Well Being Plan as a commitment of our communities working together for the Safety and Well-Being of our residents.



Municipality of Papineau-Cameron

WHEREAS the Town of Mattawa, The Municipality of Mattawan, the Township of Papineau-Cameron and the Municipality of Calvin have joined together to create a Community Safety and Well-Being Plan which is a commitment to our residents that we are working together for the betterment of all;

AND WHEREAS the Council of The Corporation of The Township of Papineau-Cameron is committed as civic leaders to our community's safety and well-being: A Plan for Collaboration and Action;

AND WHEREAS the community and Safety-Well Being Plan is a Plan that will be sustainable over time, will monitor its residents' pulse and will alter its trajectory to promote a healthy, safe and emotionally vibrant community;

AND WHEREAS the Mattawa and Area Community and Safety-Well Being Advisory Committee was established in 2020 which its goals and objectives are to achieve the ideal state of a sustainable community where everyone is safe, has a sense of belonging, access to services and where individuals and families are able to meet their needs for education, health care, food, housing, income and social and cultural expression;

AND WHEREAS leading by example and working together is instrumental in the success of any initiative.

THEREFORE BE IT RESOLVED THAT the Council of The Corporation of The Township of Papineau-Cameron proudly endorses the Mattawa and Area Community and Safety-Well Being Plan as a commitment of our communities working together for the Safety and Well-Being of our residents.

Municipality of Mattawan

WHEREAS the Town of Mattawa, The Municipality of Mattawan, the Township of Papineau-Cameron and the Municipality of Calvin have joined together to create a Community Safety and Well-Being Plan which is a commitment to our residents that we are working together for the betterment of all;

AND WHEREAS the Council of The Corporation of The Municipality of Mattawan is committed as civic leaders to our community's safety and well-being: A Plan for Collaboration and Action;

AND WHEREAS the Council of the Corporation of the Municipality of Mattawan is fundamentally supportive of all initiatives that promote and focus on the safety and well-being of our residents and communities as a whole;

AND WHEREAS the community and Safety-Well Being Plan is a Plan that will be sustainable over time, will monitor its residents' pulse and will alter its trajectory to promote a healthy, safe and emotionally vibrant community;



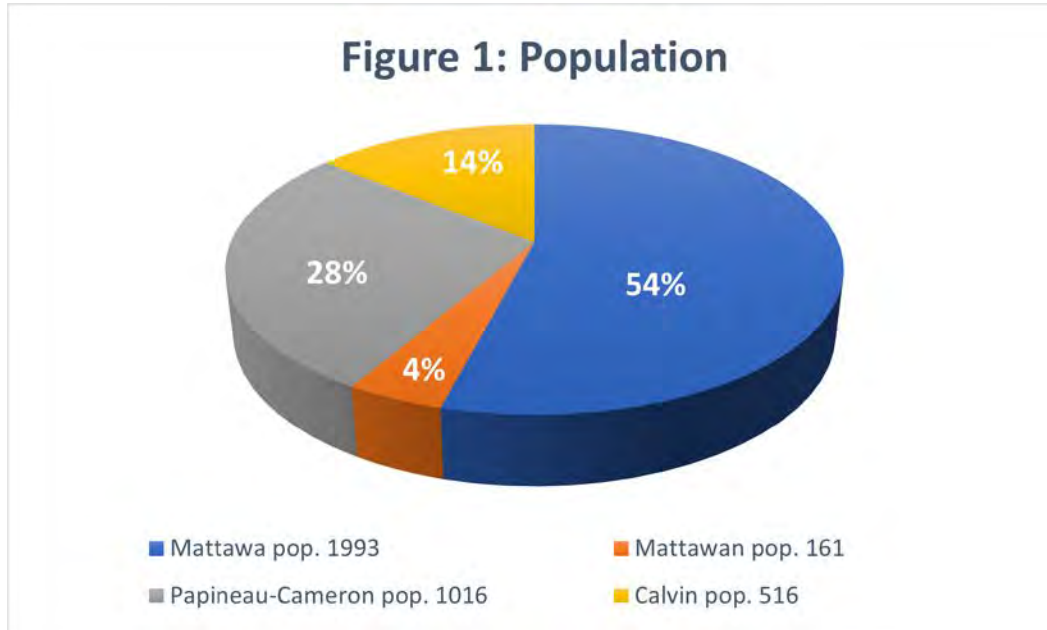
AND WHEREAS the Mattawa and Area Community and Safety-Well Being Advisory Committee was established in 2020 which its goals and objectives are to achieve the ideal state of a sustainable community where everyone is safe, has a sense of belonging, access to services and where individuals and families are able to meet their needs for education, health care, food, housing, income and social and cultural expression;

AND WHEREAS leading by example and working together is instrumental in the success of any initiative;

THEREFORE BE IT RESOLVED THAT Council of the Corporation of the Municipality of Mattawan proudly endorses the Mattawa and Area Community and Safety-Well Being Plan as a commitment of our communities working together for the Safety and Well-Being of our residents.

Introduction

The Mattawa and Area Community Safety and Well-being Plan (MACSWBP) is a call to action by its leaders to work in collaboration with its community partners. The plan is intended to set the Town of Mattawa, Municipality of Mattawan, Township of Papineau-Cameron and the Municipality of Calvin together in a position of strength with an ability to focus on realizing future visions, better respond to presenting challenges while monitoring and continually meeting the needs of its constituents.



Figures obtained from Statistics Canada website, www.statscanada.gc.ca

There is an undeniable positive correlation between a community’s wellness, sense of safety and economic virility. A strong MACSWBP will not only help monitor, manage, maximize and sustain the benefits of initiatives like affordable housing, access to



technology and health services but is intended to be a mechanism for community leaders to identify the changing needs, wants and intended outcomes as perceived by its constituents. This framework will crystallize community partnerships establishing a check and balance, safeguarding the principle that safety and well-being remain a focused outcome in any community development initiative.

Health care policy makers and communities are recognizing that the root causes of poor health lie in such systemic problems as substance abuse, violence, and environmental pollution (Citrin, 1998; Gamm, 1998). To address these systemic issues and many others, communities are developing community health partnerships that seek to address these difficult, multifaceted problems through innovative forms of multisector collaboration (Bogue and Hall, 1997).

This proposed infrastructure will help Mattawa and Area become even more vibrant and satisfy the recent legislative changes to the Police Services Act (1990) that include:

- The identification of local priority risk factors based on community consultations and multiple sources of data (i.e. Statistics Canada, Gateway Hub Risk Tracking Data information (RTD) Police reporting, Town Hall discussions and Surveys).
- The implementation of evidence-based programs and strategies address the priority risk-factors.
- The practice of establishing success indicators with performance measures.
- In 2020, the four participating municipalities established the Mattawa and Area Advisory Committee with prescribed representation from municipal councils, police services board and various cross-sector community partners. In particular, this working group was tasked with developing a planning model to achieve greater coordination and collaboration on issues that result in demand on services that operate in the yellow (risk mitigation) and red (emergency response) zones. (Appendix 1 – Mattawa and Area Advisory Committee Membership and Terms of Reference).

The MACSWBP is a plan that is sustainable over time, monitors its citizens pulse and can alter its trajectory to promote a healthy, safe, and economically vibrant community. It is a robust, flexible system of governance than can readily call people to action. It can create relationships where none exist and re-enforce those that are. In addition to generating a community's resilience to existing and projected pressures, it also becomes



a venue that can sanction collaboration and cooperation between agencies, sectors and experts; this practice helps mitigate the potential for silo thinking and increases a healthy communication and knowledge exchange within and around the community.

The MACSWBP fosters the opportunity to identify, in real time, evidence-based challenges and mitigating strategies, focusing on root causes of healthy, safe, and economically vibrant living.

Fundamentally, the MACSWBP is an asset-based approach to solving its challenges when proposing and pursuing quality improvement initiatives. Assets based approaches are an integral part of community development in the sense that they are concerned with facilitating people and whole communities to come together to achieve positive change using their own knowledge, skills and lived experience of the issues they encounter in their own lives(<https://www.scdc.org.uk>.) Leadership is imperative when motivating change, but success is the result of a diversified team guided by principles of collaboration, cooperation, and commitment.

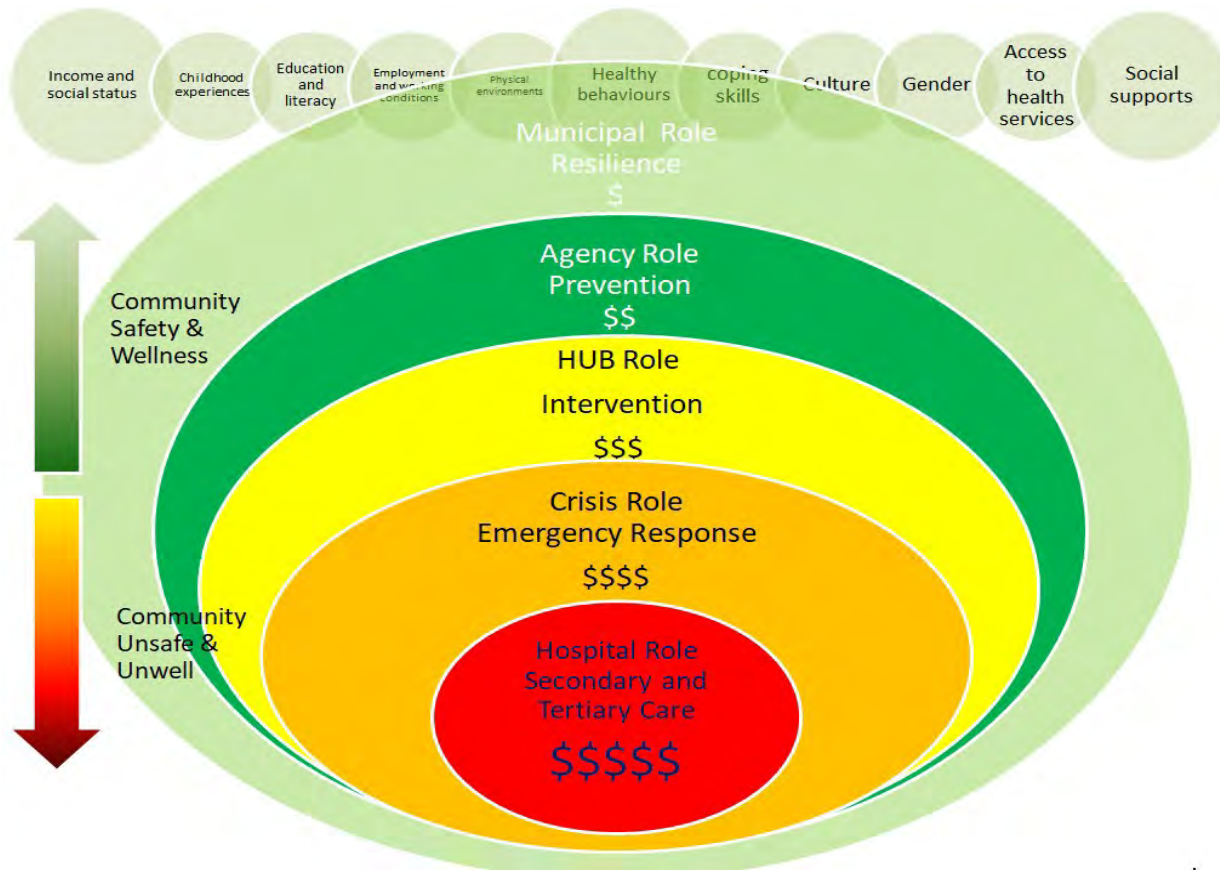
A Conceptual Model

A primary proposed goal of the MACSWBP is to establish sound practices realizing equal access to positive determinants of health for all its citizens (outer green circle). The MACSWBP'S Advisory Committee must acknowledge that the resolution of social injustices will not always be attainable for all. Levels of response (inner rings) must be in place for those whose needs are not being met and who continue to struggle.

The MACSWBP will allow the community to flag issues, encourage a standard planning process, monitor, and communicate the success of strategies to its stakeholders. This approach will ensure strategic alignment, coordination, communication, and collaboration of all services within the continuum of safety and well-being. Regardless of jurisdiction, this approach will safeguard equitable opportunity for all residents of the community.



Figure 2



Concept adapted from New Directions in Community Safety, Consolidating Lessons Learned about Risk and Collaboration Hugh C. Russell and Norman E. Taylor April 2014



Where are many communities today?

Many communities have implemented strategies with good intentions in response to challenges and short comings specific to the safety and well-being of their constituents. Individually, they have spent much time, money and energy responding to imminent and full crisis issues and little time planning as a collective creating overarching and sustained resilience to these challenges.

A population health approach is rooted in the notion that the earlier in the “causal stream” that one acts, the greater the potential benefits (Taking action on population health 1998). The MACSWBP can provide the opportunity to do both, ultimately tipping the balance from a reactive system to a proactive system. A proactive community is a welcoming, growing, safe and healthy community!

“The Three-Legged Stool” Approach to Community Safety and Well-being

The underlying conceptualization of the stool is that if any leg is considered less important, shorter, or missing, the stool will be unstable. However, if all three legs are the same length (each pillar being given equal weight), the result will be a balanced stool that will support sustainable development.



Leg#1 Governance - “Leadership”

Community development is a bottom-up, recognized approach to addressing matters of social injustice at a local level. It is undertaken proactively and through a variety of approaches to build the capacity, empowerment, and equality of communities.

Mayor’s and CAO’s/Clerks are committed in providing a way and mean for voices to be heard, plans to be developed, and initiatives to be implemented, monitored, and sustained from the ground up.

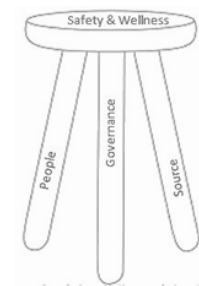
Leg#2 People - “Building the Right Team and Relationships”

Citizens play a key role in building communities. People who understand their neighborhood’s needs and have a stake in its success are indispensable for community transformation. The Advisory Committee will seek to build multi-dimensional relationships and expand their network to include non-traditional stakeholders. The goal being one of increasing perspective and context while fostering diversity, engagement, and opportunities for creative/innovative thinking.



Leg #3 Sources – “Data Informed”

Utilize evaluation and data to develop, monitor and sustain success. Three types of data can apply to community development: descriptive, predictive, and prescriptive.



- Descriptive analytics summarizes what happened or highlight a point in time, e.g. we had 40 students identify as experiencing food safety concerns.
- Predictive analytics allows us to make assumptions about what might happen in the future because of repeated results, e.g. food safety concerns with students has grown consistently by 10% every year for the past five years; we are predicting continued growth for next year.
- Prescriptive analytics requires a predictive model with two additional components: actionable data and a feedback system. This tracks the outcome produced by the action/initiative taken e.g. trending growth with food safety concerns indicates a 10% increase next year, we would like to see a 25% decrease over the next 12 months so we will offer food source alternatives/programs to students who report food safety concerns. We will monitor the number of students who report food safety concerns monthly to make sure we are on track towards our 25% goal of reduction.

The Plan

The MACSWBP is proposed as a Plan that is construed as both a framework and an initial strategy. The framework is an organizational structure meant to represent an enduring charter, safeguarding fidelity to the principles of the three-legged approach. The strategy is a proposed logic model that will get the community up and running in the right direction.



The Framework

The Governing Team

Comprised of the Mayor, CAO or designate from each municipality/township, The Governing Team has a foundational role in supporting the Advisory Committee's work by committing to the processes, structures, and principles in place. Final approvals for all initiatives recommended by the Advisory Committee for their respective Municipalities will come from this team.

The Advisory Committee - Comprised of councillors, clerks, people with lived experience, multi-agency, cross sectorial recognized community leaders, both public and private, will have a dual role inclusive of Advisory Committee and Working Group responsibilities.

People – Working Group led by assigned Advisory Committee Members (recognized expert), one councillor/clerk, person with lived experience with balance of membership as assigned by the Working Group Leads and approved by the Advisory Committee.

Source

Human Resource- Person/people representative of a workforce, an organization, business sector, or economy that bring forth identified challenges to be reviewed by the Advisory Committee.

Data Source- Information gathered on an on-going and/or one-time basis (descriptive, predictive or prescriptive) that demonstrates impact on community safety and well-being, e.g. homeless rates, economic growth rates, employment rates, crime rates, visits to the emergency department, visits to the food bank...

The Strategy

The strategy is a proposed operational blueprint for success that focuses on the prevalence and equitable access to positive determinants of health in our communities.



References

Public Health Agency of Canada (2014). What is the Population Health Approach?: Key Elements of a Population Health Approach. <https://www.canada.ca>

Hugh C. Russell and Norman E. Taylor (2014). New Directions in Community Safety: Consolidating Lessons Learned about Risk and Collaboration, Framework for Planning-Community Safety and Well-being

Morris, V. (2018). Situation Tables as the New Crime Prevention: Theoretical Underpinnings, Strengths, Weaknesses, and Best Practices (Unpublished masters thesis). University of Ontario, Institute of Technology/Faculty of Social Science and Humanities, Oshawa, Ontario, Canada

Scotland's Regeneration Forum (2017): How Community Development Happens. <https://www.surf.scot>

Coming Up with the Money (2009): Five Principles for Launching a Successful Community Development Initiative. <https://www.stlouisfed.org>

Taking action on population health (1998): a position paper for Health Promotion and Programs Branch staff. Ottawa, Health Canada <http://publications.gc.ca>

Wayne Hammond and Rob Zimmerman (2012). A Strengths-Based Perspective: Resiliency Initiatives. <https://www.resil.ca>

Police Services Act (1990)

Crime Prevention in Ontario (2012): A Framework for Action.

Community Safety and Well-Being in Ontario (2014): A Snapshot of Local Voices.

Community Safety and Well-Being Planning Framework (2016): A Shared Commitment in Ontario.

Community Health Infrastructure (2017): North Bay's Plan for the Promotion of Our Communities Safety and Well-being

Healthy People. Gov: Healthy People 2020



**MATTAWA REGIONAL OPP DETACHMENT BOARD
CONSEIL DU DÉTACHEMENT RÉGIONAL DE MATTAWA
DE LA POLICE PROVINCIALE**

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

Meet your OPP Detachment Board!

Who we are:

The Mattawa Regional OPP Detachment Board is made up of council members and community representatives from the Municipalities of Calvin, Mattawa, Mattawan, and Papineau-Cameron. Together with the OPP, we work to keep our communities safe.

What we do:

- Quarterly Meetings
- Property-Based Funding
- Analyze Local Crime Trends
- Host Community Events
- Public Education
- Community Safety & Well-being

Community Initiatives:

Working collaboratively with the North Bay OPP Detachment, the Mattawa Regional OPP Board develops and delivers initiatives that address local issues such as speeding, impaired driving, and seatbelt use. Ongoing educational initiatives include:

- Canadian Anti-Fraud Sessions
- OPP Meet & Greet Events
- Community Event Outreach





**MATTAWA REGIONAL OPP DETACHMENT BOARD
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- OPP Meet & Greet Events
- Community Event Outreach



Ontario Provincial Police



Mandatory Training Information

1 message

Mattawa Regional OPP Detachment Board <mroppdb@gmail.com>

Tue, Dec 23, 2025 at 9:42 AM

To: Shelley Belanger <Shelley_belanger@outlook.com>, Bruce Ross <brucross16@gmail.com>, bevbell@bellnet.ca

Good morning all,

I understand some of you have had issues with the mandatory training in receiving your proof of completion. See attached instructions on how to access the training. There is a "support" section should you continue to have difficulty.

Please take a photo with your phone of the completion. Alternatively, when you finish each module, there should be a button on the page that you can click "download certificate".

I'd appreciate each Board Member's proof of completion by our first meeting of 2026.

Thank you, and I hope each of you have a very Merry Christmas! :)

Venessa Wilson
Secretary-Treasurer
Mattawa Regional OPP Detachment Board



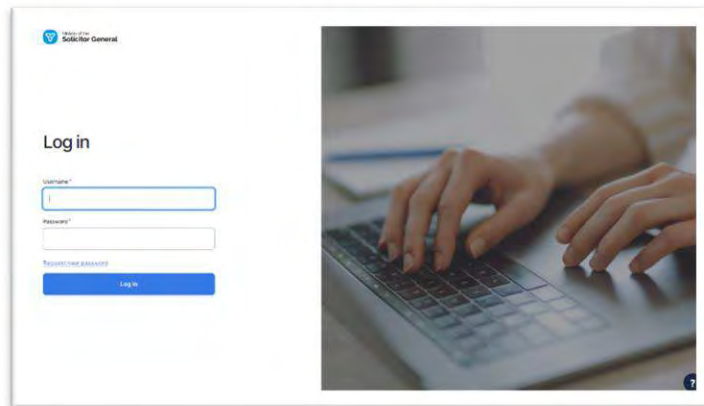
 **how to access mandatory training.pdf**
717K

HOW TO ACCESS ONTARIOPSB.CA

This is a help sheet designed by the Ontario Police College Distance Learning team to help participants completing the Mandatory Board training courses can use as a step-by-step approach to getting logged in. The sheet also identifies how to get help from the OPC and the OAPSB is also here to help.

OntarioPSB.ca is a Learning Management System for Police Service Board Members to take training, including both the Roles and Responsibilities Training and the Thematic Training modules.

LOG IN PROCESS

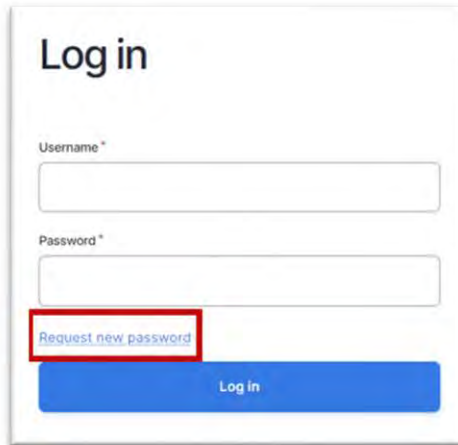


1. Go to www.ontariopsb.ca
2. Enter your student number in the username field
 - Your student number is a six-digit number with a dash (example: 00-0000)
 - Do not enter your email address into the username field
3. If you have logged into the website before, enter the password you set the first time you logged in

FIRST TIME ACCESS

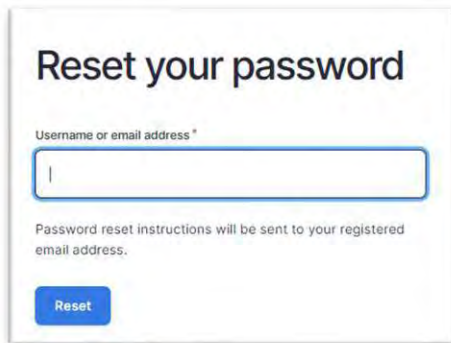
If this is the first time you've logged into this site and you are unsure if you have an account, first try following the "If you have forgotten your username and password" instructions below, using your email address in the password reset field. If there is an account associated with your email address, you will receive an email and will be able to log in.

IF YOU HAVE FORGOTTEN YOUR USERNAME OR PASSWORD



The screenshot shows a login form titled "Log in". It contains two input fields: "Username*" and "Password*". Below the password field is a link labeled "Request new password" which is highlighted with a red rectangular box. At the bottom of the form is a blue button labeled "Log in".

If you have forgotten your username or password, use the “Request new password” button on the log in screen.



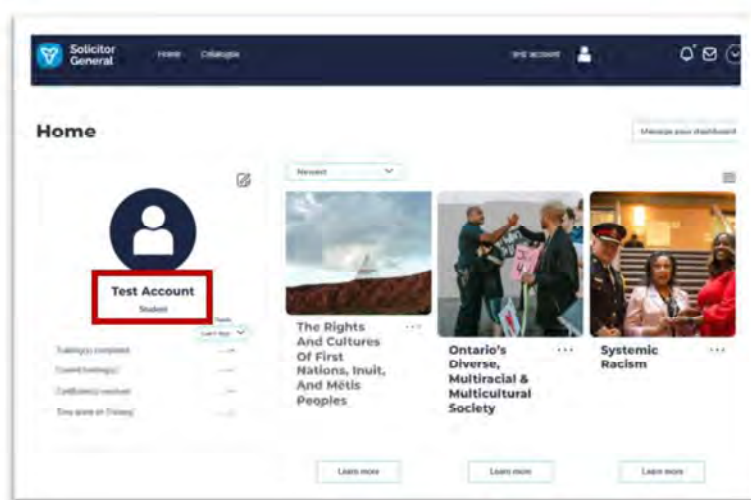
The screenshot shows a page titled "Reset your password". It features a single input field labeled "Username or email address*". Below the field is a blue button labeled "Reset". A note below the field states: "Password reset instructions will be sent to your registered email address."

Type either your username or email address into the password reset field, and you will receive an email from noprely@opcva.ca that contains your username and a link to set a new password.

IF YOU ARE STILL UNABLE TO ACCESS THE TRAINING

If you still can't get logged in after using the password reset function, it is likely that your account has not yet been set up. Please contact your police service board administrator to confirm if they have submitted your information to register you for an account.

ONCE YOU ARE LOGGED IN



From the home page, you can access your training modules. Click on the course you want to begin, and you will be taken to the course description. Click “Enroll” to begin the course.

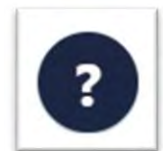
You can also access your training records from the home page by clicking on your profile (highlighted in picture above).

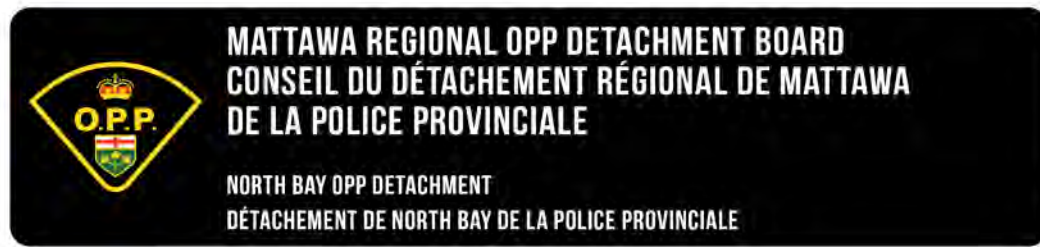
PROOF OF COMPLETION

If you would like to take a screenshot of your training record, that might be the best way to communicate your completion to your police service board administrator.

SUPPORT

If you require assistance, please contact the [OPC Support Desk](#) or click the support icon in the bottom right corner of every page.





TREASURER'S REPORT - QUARTER 4

January - March 2026

Prepared by: Venessa Wilson, Secretary - Treasurer

Beginning Balance : December 18, 2026 \$3,059.14

Revenue

Date	Description	Amount (\$)
17-Jan-2026	Interest	\$ 0.03
17-Feb-2026	Interest	\$ 0.02
17-Mar-2026	Interest	\$ 0.02
Total Revenue:		\$ 0.07

Expenses

Date	Description	Amount (\$)
17-Jan-2026	Service Charge - Record Keeping Fees	\$ 2.25
19-Jan-2026	Cheque 2567220479519 (<i>mileage chq</i>)	\$ 91.22
28-Jan-2026	Cheque 257 7220798821 (<i>domain renewal</i>)	\$ 299.45
17-Feb-2026	Service Charge - Monthly Fees	\$ 2.50
17-Feb-2026	Service Charge - Record Keeping Fees	\$ 2.25
17-Mar-2026	Service Charge - Record Keeping Fees	\$ 2.25
Total Expenses :		\$ 399.92

Net Income (Loss)

\$0.07	\$399.92	(\$399.85)
Total Revenue	Total Expenses	Net Income (Loss)

Ending Balance : March 19, 2026 \$2,659.29

Additional Notes:

- ✓ Mileage Cheque for Secretary-Treasurer Travel (Sep 2025)
- ✓ Website Domain Renewal 2026-2031
- ✓ Balance Transfer from Scotiabank to Caisse completed March 19, 2026
- ✓ Teresa to close Scotiabank account no later than March 25, 2026
(to avoid further service charges)



APPENDIX "A" TO FINANCE & EXPENSE POLICY
EXPENSE CLAIM FORM

Name: <i>Venessa Wilson</i>	Date: <i>Sep 24/25</i>
Description of claim(s)	Claimed Amount
<i>mileage from 4816 Hwy 17 to NB OPP detachment</i>	
<i>62.5 km @ 0.72[¢]</i>	<i>\$ 45.00</i>
<i>mileage from NB OPP detachment to 441 lily st</i>	
<i>64.2 km @ 0.72[¢]</i>	<i>\$ 46.22</i>
<i>OPP detachment boards Meet + Greet</i>	
<i>September 24, 2025</i>	
Claimant Signature: <i>Venessa Wilson</i>	Total \$: <i>91.22</i>
Authorizing Signature: <i>D. Deulleger</i>	Date: <i>Jan 16/2026</i>

PAID by CHQ # 256

Please provide receipts and/or supporting documentation with this expense form and submit to the Secretary-Treasurer within 60 days.

PAID

As a courtesy to domain name holders, we are sending you this notification of the domain name registration that is due to expire in the next few months. When you switch today to Domain Name Services, you can take advantage of our best savings. Your registration for: **mattawaregionaloppdetachmentboard.com** will expire on **March 3, 2026**. Act today!

Domain name: mattawaregionaloppdetachmentboard.com
Reply Requested By: February 23, 2026

You must renew your domain name to retain exclusive rights to it on the Web, and now is the time to transfer and renew your name from your current Registrar to Domain Name Services. Failure to renew your domain name by the expiration date may result in a loss of your online identity making it difficult for your customers and friends to locate you on the Web.

Privatization of Domain Registrations and Renewals now allows the consumer the choice of Registrars when initially registering and also when renewing a domain name. Domain name holders are not obligated to renew their domain name with their current Registrar or with Domain Name Services. Review our prices and decide for yourself. You are under no obligation to pay the amounts stated below, unless you accept this offer. **This notice is not a bill**, it is rather an easy means of payment should you decide to switch your domain name registration to Domain Name Services.

**COPY
PAID**

Term	Period covered	Price
5 Year	Until -- Mar 3, 2031	\$265.00

For a complete list of our term and condition, please visit www.blitz.com/tos

Transfer and renew your domain name online at www.blitz.com 24 hours a day, 7 days a week.

Please detach this stub and include it with your payment.

mattawaregionaloppdetachmentboard.com				
Expiration Date	Reply Requested By	Renewal Term	Payment	(✓)
March 3, 2026	February 23, 2026	5 Year	\$265.00	



Please Make Checks Payable To:
DOMAIN NAME SERVICES

(*Includes 13% HST)
Total Amount

\$299.45

MATTWAREGIONALOPPDETACHMENTBOARD.COM
 2093 RICHARDS ROAD
 MATTAWA ON P0H 1V0

mroppebcs@gmail.com

Please provide a valid email address on the above line



SCAN ME

Pay online instantly:
blitz.com/paynow





00612
 P.O. BOX 359
 MATTAWA ONTARIO P0H 1V0

SBSAV15000_2560101_001 E D 00612 03678

POLICE SERVICE BOARD
 150 FLOODS RD
 C/O JULIE DANIEL
 MATTAWA ON
 P0H 1V0

Your account number:
 00612 01083 24

Questions?
 Call 1 800 4-SCOTIA
 (1 800 472-6842)

For online account access:
www.scotiabank.com

Your Daily Interest Savings account summary

Opening Balance on December 18, 2025	\$3,059.14
Minus total withdrawals	\$2.25
Plus total deposits	\$0.03
<hr/>	
Closing Balance on January 17, 2026	\$3,056.92

Here's what happened in your account this statement period

Date	Transactions	Amounts withdrawn (\$)	Amounts deposited (\$)	Balance (\$)
2025				
Dec 18	Opening Balance			3,059.14
<hr/>				
2026				
Jan 17	Interest		0.03	3,059.17
<hr/>				
Jan 17	Service charge Record Keeping Fees	2.25		3,056.92
<hr/>				
Jan 17	Closing Balance			\$3,056.92

SBSAV15000_2560101_001 - 0003678 XRI - 01 - 01 - 21 - - - 010133



00612
P.O. BOX 359
MATTAWA ONTARIO P0H 1V0

SBSAV15000_3151538_001 E D 00612 03642

POLICE SERVICE BOARD
150 FLOODS RD
C/O JULIE DANIEL
MATTAWA ON
P0H 1V0

Your account number:
00612 01083 24

Questions?
Call 1 800 4-SCOTIA
(1 800 472-6842)

For online account access:
www.scotiabank.com

Your Daily Interest Savings account summary

Opening Balance on January 18, 2026	\$3,056.92
Minus total withdrawals	\$395.42
Plus total deposits	\$0.02
Closing Balance on February 17, 2026	\$2,661.52

Here's what happened in your account this statement period

Date	Transactions	Amounts withdrawn (\$)	Amounts deposited (\$)	Balance (\$)
Jan 18	Opening Balance			3,056.92
Jan 19	Cheque 256 7220479519	91.22		2,965.70
Jan 28	Cheque 257 7220798821	299.45		2,666.25
Feb 17	Interest		0.02	2,666.27
Feb 17	Service charge Monthly Fees	2.50		2,663.77
Feb 17	Service charge Record Keeping Fees	2.25		2,661.52
Feb 17	Closing Balance			\$2,661.52

SBSAV15000_3151538_001 - 0003642 JHR - - 01 - 27 - - 010057

POLICE SERV BD

00612 01083 24

00612

2026/03/17 INT

0.02 999

2026/03/17 SC

2.25- 999

RECORD KEEPING FEES

ACCOUNT BALANCE

2659.29



caissealliance.com

Succursale Mattawa Branch

03-19-2026

Checks \$2,659.29

Account: *****3302

New Account Deposit \$2,659.29

Seq#: 2500

Teller Number:813

Signature

Bonne journée! Have a nice day!

A handwritten signature in black ink, appearing to be a stylized name.

DRAFT 2026 – 2027 MROPPDB Workplan (Standing Items and Additional Deliverables)

Time Period	Standing Items	Additional Deliverables
Quarter 1 April, May, June 2026	<ul style="list-style-type: none"> • Commander’s Report • Quarterly Municipal Updates and Requests • OAPSB Advocacy Committee/Zone 1A Updates & Requests • Policy Review 	<ul style="list-style-type: none"> • OPP Strategic Plan Review and Discussion • Local Action Plan Review and Discussion • Local Action Plan Performance Metrics • Elections – Chair and Vice-Chair • Local Outreach Event Plan Development and Discussion • Bursaries • Commander’s Performance Management Policy and Timeline • Pulse Check • 2025 – 2026 MROPPDB Board Report to Municipalities
Quarter 2 July, Aug, Sept 2026	<ul style="list-style-type: none"> • Commander’s Report • Quarterly Municipal Updates and Requests • Local Outreach Event Plan • OAPSB Advocacy Committee/Zone 1A Updates & Requests • Policy Review • Pulse Check 	<ul style="list-style-type: none"> • Mattawa and Area Community Safety and Well-Being Plan Presentation • Call for Appointee and Selection • Conference Highlights • Crimestoppers Presentation • Detachment Appreciation • Citizen Community Appreciation Award Discussion
Quarter 3 Oct, Nov, Dec 2026		<ul style="list-style-type: none"> • 2027 – 2028 Workplan, Budget and Levies
Quarter 4 Jan, Feb, Mar 2027		<ul style="list-style-type: none"> • TBA

Draft 2026 – 2027 MROPPDB
Budget

Category	Item	Budget 2025 – 2026	Budget 2026 – 2027	Explanation
Administration	WIX Website	\$221.30	\$341.71	The actual cost in 2025 – 2026 was \$284.76. Estimated cost for 2026 – 2027 is actual cost in 2025 – 2026 plus 20 % increase.
	Domain	-	-	The domain was not included in the 2025 – 2026 budget. The actual cost in 2025 – 2026 was \$299.45 for a 5-year term.
	Liability Insurance	\$3600.00	\$4000.00	The actual cost in 2025-2026 was \$3888.00 as the budgeted amount did not include a \$100.00 processing fee and provincial sales tax cost of \$288.00.
	OAPSB Membership	\$572.43	\$853.20	The actual 2025 – 2026 cost was \$711.21 which included a \$150.00 fee for Zone 1A Membership. The estimated amount for 2026 – 2027 is a 20% increase
	Policy Development	\$500.00	-	The 2025 – 2026 budget amount was low given the actual time required by V Wilson. New budget line created for Secretary-Treasurer position.
	Secretary-Treasurer	\$600.00	\$1440.00	The 2025 – 2026 budget amount was based on the honorarium amount for a volunteer as per policy. The 2026 – 2027 budget amount is based on an estimated time commitment of 4 hours of time per month for 12 months.
Awareness/Appreciation	2 Secondary School Bursaries	\$300.00	\$400.00	The 2026 – 2027 budget amount is increased to \$200.00 per student.
	Citizen Appreciation	-	\$200.00	If the coins are considered, the cost will be more than the \$200.00
	Officer Appreciation	\$500.00	\$300.00	The budgeted amount for 205 – 2026 was not used.

Draft 2026 – 2027 MROPPDB
Budget

	Speakers' Appreciation	-	\$150.00	Small gift (ie. Coffee mug) for speakers
	Local Communication or Outreach Events	-	\$500.00	Refreshments, venue fees, mailouts
Honorariums	Public Appointee	\$250.00	\$250.00	As per policy, the Public Appointee receives \$125.00 per meeting. The Public Appointee will not be brought on until Q3. This result in honorarium fee for 2 meetings.
	Member-At-Large	\$500.00	\$500.00	As per policy, the Member-At-Large receives \$125.00 per meeting. There are 4 scheduled meeting.
	Education Module Completion	\$300.00	\$300.00	As per policy, the Member at Large the Public Appointee receives \$75.00 per set of mandatory modules.
Meetings	OAPSB Annual Meeting	\$2000.00	\$2000.00	2025 – 2026 cost not yet confirmed. Preliminary estimate using a rental care is \$1707.71
	Zone 1A Meeting	-	\$500.00	The 2025 – 2026 meeting was held in North Bay. Location for 2026 – 2027 not yet determined.
	Detachment Networking Meeting (2)	\$200.00	\$250.00	The 2026 – 2027 amount increased based on the travel budget and approximate kilometers per trip for the Member at Large and the Public Appointee.
TOTAL		\$9543.73	\$11984.91	

DRAFT Levies Required for 2026 - 2027

Municipality	Percentage of total based on population (as per 2021 Census)	Levies
Calvin	16.3	\$1953.54
Papineau-Cameron*	28.8	\$2011.65
Mattawa	50.4	\$6040.39
Mattawan	4.5	\$539.32
*Adjusted Amount for Papineau-Cameron - \$3451.65-\$1440.00 for Secretary-Treasurer Support		
All levies subjected to an adjustment pending 2025 – 2026 surplus/deficit once completion of year end.		



Mattawa Regional OPP Detachment Board – Provincial Member

The Mattawa Regional OPP Detachment Board (North Bay OPP Detachment Board – Board 1) is encouraging persons with an interest in police governance and a strong connection to the area of the Municipality of Calvin, Town of Mattawa, Municipality of Mattawan, and Papineau-Cameron Township to apply for appointment by the Solicitor General of Ontario.

The Board is composed of six members – one member of municipal council from each of the four municipalities, one member appointed jointly by the municipalities who is not a council member or an employee of the municipalities, and one member appointed by the Solicitor General.

The Board's primary responsibilities are:

- participating in the selection of the Commander of the North Bay Detachment of the Ontario Provincial Police (OPP);
- determining objectives and priorities for the provision of policing;
- advising the Detachment Commander with respect to policing;
- monitoring the performance of the Detachment Commander;
- reviewing reports from the Detachment Commander regarding policing provided by the North Bay Detachment; and
- providing an annual report to the municipalities regarding the policing provided by the North Bay Detachment in their municipalities.

The appointed member will be responsible for completing mandatory training and must abide by a regulated Code of Conduct. A police record check prepared within the past 12 months will be considered in making the appointment.

The following persons are ineligible for appointment to the Board:

- A judge or justice of the peace.
 - A member of a police service, a special constable, or a First Nation Officer.
 - Any person who practices criminal law as a defense counsel or as a prosecutor.
 - A director, officer, or employee of a prescribed policing provider.
 - A former member (retired or otherwise) of the OPP regardless of where posted.
 - A former member of any police service unless one year has passed since being a member.
- All interested applicants can register and express interest at the Ontario Public Appointments Secretariat (PAS) website here: [Public Appointments Secretariat](#).
- PAS listing for the Board: [North Bay O.P.P. Detachment Board – Board 1](#).
- Mattawa Regional OPP Detachment Board website: [Mattawa Regional OPP Detachment Board](#).



Spring 2026 OAPSB Conference - Niagara Falls, ON

ATTENDEE COST ESTIMATE

ITEM	OPP Board Cost Estimate	Municipal Rep. Cost Estimate
Early Bird Member Pricing (<i>ends April 1/26</i>)	\$899.00	\$899.00
Accommodations for 2 nights (<i>1 room, 2 queen beds</i>)	\$418.00	
Car Rental (<i>Enterprise quote \$331.41</i>)	\$165.71	\$165.70
Gas	\$175.00	
Meals	\$50	\$50
ESTIMATED \$ TOTAL (<i>Taxes not included</i>)	\$1,707.71	\$1,114.70

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:

June 1 - June 2, 2026

Municipal Boards:

June 1 - 3, 2026

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

[Register Now](#)

Early Bird Member: \$899

Early Bird Non-Member: \$999

Companion Meal Package: \$225

One Day Pass: \$550

Early Bird Pricing ends April 1, 2026

Member: \$999

Non-Member: \$1099

Companion Meal Package: \$250

CANCELLATION & SUBSTITUTION POLICY

Cancellations must be received in writing. Cancellations received by March 31, 2026 will be eligible for a full refund, less a \$25 administrative fee.

Cancellations received between April 1st and May 1st, 2026 will be entitled to a 50% refund.

No refunds will be granted after May 1st, 2026.

In all cases noted above, delegate substitution is permitted with written notice to the OAPSB.

PROGRAM

Monday June 1

Time	Activity
7:30AM – 9:00AM	Hot Buffet Breakfast OPP Detachment Boards Only
9:00AM – 12:00PM	OPP Detachment only Programming and Breakouts
12:00PM – 1:00PM	Lunch
1:00PM – 2:00PM	OAPSB Annual General Meeting <i>Restricted to Member Boards & Their Staff</i> <i>OPP Detachment and Municipal & First Nations Boards</i>
2:00PM – 2:30PM	Networking Break
2:30PM – 4:30PM	Main Plenary Sessions <i>OPP Detachment and Municipal & First Nations Boards</i>
4:30PM	Free Time
6:30PM	OAPSB Reception & Dinner <i>OPP Detachment and Municipal & First Nations Boards</i>

Tuesday June 2

Time	Activity
7:00AM – 8:30AM	Hot Buffet Breakfast
8:30AM – 12:00PM	Plenary Session <i>OPP Detachment and Municipal & First Nations Boards</i>
12:00PM – 1:00PM	Lunch (at The Brock)
1:00PM – 2:30PM	Plenary Session <i>OPP Detachment and Municipal & First Nations Boards</i>
2:30PM – 5:00PM	OPP Training / Breakout Sessions Municipal Joint training with OACP (as Sheraton on the Falls)
5:00PM – 6:00PM	Free Time
6:30PM – 9:30AM	OAPSB Reception Dinner on your own Option – OACP Casual Night (additional fees apply)

Wednesday June 3

Time	Activity
7:00AM – 9:00AM	Hot Buffet Breakfast
9:00AM – 11:00AM	OAPSB <i>Municipal & First Nations Boards</i>
11:00AM – 12:00PM	Plenary Session <i>Municipal & First Nations Boards</i>

Time	Activity
11:00AM – 12:00PM	OACP Town Hall (Joint with OAPSB)
12:00PM	Conference Concludes

HOTEL BLOCK



The Brock Niagara Falls-Fallsview Tapestry

5685 Fall Avenue
Niagara Falls, ON
L2E 6W7

Last day to book: Thursday, April 30, 2026

Click the button below to book your hotel room now.

[Book My Hotel Room Now](#)

SPONSORSHIP OPPORTUNITIES

There are sponsorship opportunities available for the 2026 OAPSB Spring Conference! Please contact Holly Doty at oapsb@oapsb.ca or 1-800-831-7727 to take advantage of one or more of these unique sponsorship opportunities.

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Toll Free: 1-800-831-7727
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Email: oapsb@oapsb.ca



Ontario Association of Police Services Board

***** *Group Delegates – PLEASE NOTE THAT THE FOLLOWING APPLIES FOR YOUR GROUP BOOKING WHICH MAY VARY FROM STANDARD HOTEL PROCEDURES AND CONFIRMATION EMAILS****** Cancellation Policy: All individual reservations must be guaranteed with one-night's room and tax by credit card at the time of booking. If guests do not arrive, a penalty will be charged of one night's room rate plus applicable taxes. Individual cancellations will be accepted without penalty to the individual, up to 30 days prior to arrival. **Any reservation cancelled within 30 days of arrival will be charged one night's room plus tax.** Room rates are quoted in Canadian funds, subject to a \$6.00 Municipal Accommodation Tax (MAT) and a \$10.00 Mandatory Destination Charge (MDC). The room rate, MAT and MDC are subject to 13% Harmonized Sales Tax (HST).

Book Your Room

Event dates: May 31, 2026 - June 3, 2026

Book before: May 1, 2026



T The Brock Niagara Falls Fallsview, Tapestry by Hilton

📍 5685 Falls Avenue
Niagara Falls, ON L2E 6W7
Canada

📞 +1 905 374 4447

[Book a Room](#)

Rooms & Rates ⓘ

Price includes **C\$10.00 CAD** mandatory charge per night, but excludes tax

1 Queen Bed - **C\$159.00**

2 Queens Partial Falls View - **C\$209.00**

2 Queens Falls View - **C\$209.00**

1 King Deluxe Falls View - **C\$209.00**

2 Queens Deluxe Falls View - **C\$209.00**

King Fallsview with Floor-to-ceiling Window - **C\$239.00**

Queen Fallsview with Floor-to-ceiling Window - **C\$239.00**

1 Queen Studio Suite Floor to Ceiling Window - **C\$239.00**

Daily Mandatory Charge includes: Destination Charge with premium internet; daily \$10 food and beverage credit for use in all hotel outlets; 2-person beer tasting at Niagara Falls Brewing Company; sample at Niagara Distillery. Mandatory Charge also includes a destination marketing & development fee.

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©2026 Hilton

Rental Details

Dates & Times

Edit

Sat, May 30, 2026 @ 12:00 PM

Wed, Jun 03, 2026 @ 9:00 AM

Pick-up & Return Location

Edit

South North Bay
135 Lakeshore Dr
North Bay, ON P1A 2A5

Additional Details

Edit

Renter Age: 25+
Corporate Account Number or
Promotional Code: -

Are you a loyalty member?

Sign in to earn points and speed through the form below.

Sign In

Save Time at the Counter



Provide more rental details and **spend less time at the counter.**

- You won't be charged right now
- You can cancel at any time
- It should only take a couple of minutes

Would you like to save time at the counter?

- Yes, I'd like to save time
- No, I'll provide my information at the counter

Vehicle Details



Midsize SUV AWD

Ford Escape or similar
Automatic

✦✦ **It's not too late!** You can still upgrade to Standard

Upgrade

Complete Your Booking

Estimated Total Due at the Counter:

CAD **331**.41*

You will be charged when you pick up the rental.

*Rates, taxes and fees do not reflect rates, taxes and fees applicable to non-included optional coverages or extras added later.

Reserve Now

SUV AWD
for only
CAD22.60*
more.
(CAD354.01
total)

Vehicle

[Edit](#)

Time And Distance 4 CAD 292.00*
Day(s) @ CAD 73.00
/ Day

Unlimited Mileage Included

Extras

[Add](#)

-

Taxes and Fees  CAD 39.41*

Estimated Total CAD **331.41***

*Rates, taxes and fees do not reflect rates, taxes and fees applicable to non-included optional coverages or extras added later.

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[Rental Contract Additional Terms and Conditions](#) >

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COMMUNITY DRUG STRATEGY NORTH BAY & AREA

November 21, 2025

To: Ontario Association of Police Service Boards
Zone 1A

From: Detective Brad Reaume
North Bay Police Service
135 Princess St. West, North Bay, ON. P1B 6C2
705-497-5555 ext. 7441 (work)
breaume@northbaypolice.on.ca

Patricia Cliche Reg. N.
Community Drug Strategy- North Bay & Area
1270 Hwy 17 East, North Bay, ON. P1A 0A4
705-840-7272 (mobile)
Pat17@sympatico.ca

Topic: Prescription Diversion Project: Partnership and Collaboration “the birth of change.”

Across Ontario and beyond, powerful prescription drugs are being diverted almost immediately after purchase. The medications being diverted pose a risk to individuals who are not regular consumers, often very young clients. There are various reasons why clients divert their prescriptions, such as for basic needs like food and shelter, generating income to cover expenses, or exchanging prescriptions for other drugs like fentanyl. However, the primary motivation appears to be strictly profit, as clients sell their prescriptions to others to make money. Additionally, some believe these prescriptions are safer options compared to the unregulated drug supply.

We have been informed that the Public Prosecution Service of Canada (PPSC) is aware of this issue and is committed to supporting police services in investigating and prosecuting such cases.

Please support the Partnership and Collaboration - “the birth of change” - to ensure the approval of the current regulations. Thank you for your time and dedication to public safety.

Detective Brad Reaume
Patricia Cliche Reg. N.



District of Nipissing

Partnership and Collaboration “the birth of change”



Det. B. Reaume
Co-Chair



Ms. P. Cliche, R.N.
Co-Chair

Prescription Diversion Project
November 2025

Partnership and Collaboration
“the birth of change”

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Partnership and Collaboration “the birth of change”

Location of Project:

The Prescription Diversion project is underway in the Nipissing District, located in Northeastern Ontario, established in 1858. The district seat is North Bay. North Bay is a diverse community with a population of 52,662 and a regional trading area of 112,000, covering the districts of Nipissing, Parry Sound, Timmins, Temiskaming Shores, and Cobalt.

The North Bay Census Agglomeration includes the Municipalities of East Ferris, Callander, and the Townships of Bonfield and Chisholm. Unorganized townships include Nipissing North and the Municipality of Powassan. As of the 2021 Census, the total population of North Bay, CA is 71,736.

English is the primary language, with a smaller French-speaking community. Indigenous people comprise 10.7% of the population, with the majority identifying as First Nations.

Three general hospitals operate in the Nipissing District: North Bay Regional Health Centre, West Nipissing General Hospital, and Mattawa General Hospital.

The region receives policing services from the North Bay Police Service, Ontario Provincial Police, both municipal and regional offices, and the Anishinabek. Police Service.

Definition of Prescription Diversion:

Diversion occurs when a prescription holder receives medication from a pharmacist/dispenser and is then traded or sold. This may come in many forms, as low-impactful as a benefit holder assisting a family member with costs or non-narcotic medication.

Diversion is the illegal distribution or abuse of prescription drugs, or their use is not intended by the prescriber. The vast majority of diversion includes the sale or trade of prescribed narcotics for currency or a more desired narcotic like fentanyl and analogs of fentanyl.

Background:

In February 2025, the Street Crime Unit of the North Bay Police Service recognized that Prescription Diversion within the community was continuing to increase. Detective Brad Reaume reported that he had been informed by a dealer that he had arrested “that everyone diverts their medication”. This person continued to relay statements such as they are like “candy on the streets, kids are buying them,” and “you're doing the same thing you did with oxy's all over again.”

During the execution of several search warrants, 8mg Dilaudid pills and prescription bottles were found routinely, and during one search warrant, over 1000 pills were discovered. Hydromorphone is being sold and traded for a preferred narcotic- Fentanyl (Analog). The pills are then sold for a profit to low-tolerance individuals and introduction to substance abusers. A concerning factor is that young people are seeking out dealers to purchase these pills. Methadone, a Schedule II narcotic used to treat Opioid use disorder, is also sold and traded for the preferred drug of choice. **(See Appendix A: Slide deck *Diversion North Bay.ppt*)**

In February 2025, a series of meetings took place with various stakeholders and partners to begin addressing the issue strategically. Detective Brad Reaume and Patricia Cliche from the

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Community Drug Strategy – North Bay & Area assumed the roles of Chairs for the Prescription Diversion Project.

A series of meetings from February through to March 10, 2025, were hosted with addiction physicians presenting the issue and soliciting input and recommendations from the prescribers. Also in February, an awareness letter, “Withdraw Management & Opiate Prescribing Issue,” was sent to all addiction physicians as well as to the Department of General & Family Practice at the North Bay Regional Hospital.

On May 2, 2025, Detective Brad Reaume and Pat Cliche met with our local MPP, Vic Fedeli, to communicate the issue of diversion and address some regulatory changes. MPP Fedeli advised us to speak directly to the staff at the Ministry of Mental Health and Addictions, and that at the first opportunity, he would pass on information to the Associate Minister Honourable Vijay Thanigasalam.

On May 27, 2025, a Media Release was posted to communicate and raise awareness around the issue of diversion and the types of medications that are a risk to individuals who are not regulated consumers. **(See Appendix B: Media Release)**

During July 2025, we had the opportunity to discuss the issue of Prescription Diversion via a virtual platform with three staff members from the Ministry of Mental Health and Addictions. The meeting was an opportunity to discuss future steps and plans regarding the North Bay project, ensuring to share and keep the Ministry up to date on plans and progress.

In our past experiences with our development of Bill 33 – Safeguarding our Communities Act, it was realized that the pharmacists were Gatekeepers to assist in the success of projects. We scheduled two meetings with all our local pharmacy outlets to seek their recommendations to address this concern.

First meeting was held on April 10 with some suggested recommendations, and on August 28, 2025, a large symposium with pharmacists, enforcement, addiction physician from Sudbury, partners from the local Mental Health & Addiction Committee and a Lived experience person who stated she had lost two partners to overdose but that she had “trafficked her prescriptions over 10,000 times.” The participants revealed crucial facts relating to actual diversion, indicating that prescription holders quickly (within 24 hours) divert their prescriptions for sale or trade. This key fact is supported by police investigations, where diverted medications were discovered and supports the regulatory changes recommended.

This issue of diversion is also not isolated to one community; it is widespread across the province. In Timmins, Police seized \$1.26 million in drugs and arrested 22 people, the result of a major drug operation in Timmins and Attawapiskat First Nation. Project Albion was conducted in conjunction with the Timmins Police Service, the Ontario Provincial Police, and it began in September 2024. They also seized \$100,000 in cash. Among the drugs seized were: fentanyl, crystal methamphetamine, methamphetamine pills, cocaine, oxycodone (Percocet and

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OxyContin pills), hydromorphone pills, morphine pills, psilocybin, lorazepam, Ritalin, MDMA, two motor vehicles, a rifle, a conducted energy weapon, and various paraphernalia consistent with drug trafficking.

Finally, in London, Ontario, CBC news reported on July 8, 2024, that about half of the opioids seized by London, Ont., police last year were prescribed Dilaudids.

Dilaudids made up roughly 15,000 of the hydromorphone pills seized in 2023.

Goal for Prescription Diversion:

To work with various community pharmacists, prescribers and committee members to explore potential best practices/strategies and regulatory options that may mitigate the impact of prescription diversion.

Objective for Prescription Diversion:

To convene working forums with identified pharmacists, prescribers and committee members under one umbrella to focus on the issues surrounding prescription diversion and then to develop multiple strategies aimed at reducing or eliminating the issue.

Deliverables: (Strategies-Recommendations)

(A) Recommendations: Addiction Physicians on March 10, 2025

1. Utilization of screening tool by all prescribing physicians in our area to ensure consistent screening of all clients.
2. Prescribing physicians will schedule and document a call-back screening program as a pilot.
3. The NBPS will notify the individual physician via a private text with a photo of all and any identified prescription bottles discovered during a search. It is the responsibility of the physician to then notify and speak to the client. (A legal discussion currently ongoing to determine if this contravenes privacy regulation)
4. Future meetings will be arranged with the community pharmacy outlets.
5. Suggestions that we re-initiate the return of Methadone bottles to the pharmacy or clinics used.

(B) Recommendations: Pharmacy Outlets on April 30, 2025

1. Return of Methadone Bottles to the pharmacy or clinic, but must be consistent across all pharmacy outlets. Develop a Best Practice regulation so that all outlets are compliant.
2. **Call-back** process for a pre-determined time period. Zero tolerance policy for clients if not compliant; they will be obligated to speak to their physician and be subject to a quantitative urine sampling investigation. The pharmacy will do if funding is available for consultation fees, which will sufficiently **interfere** with hydromorphone diversion.
3. Investigate the feasibility of a written, signed contract between the patient and physician. Violation of regulations will result in the immediate termination of the prescription.
4. Remove Dilaudid 8 mg (Hydromorphone) from provincial pharmacy coverage, **OR** develop a standard and accepted callback regulation requiring prescribers to call back

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patients on a random basis to demonstrate the medication has not been diverted. This will be done on a no less than 4 times per year, and there shall be no announcement of this regulation.

5. Physicians, when prescribing, observe the client taking Kadian. This will **eliminate** Kadian in our communities.

(C) Recommendations: August 28, 2025

Regulatory Recommendations for Prescription Diversion

Opioid diversion poses a significant risk to both public health and community safety. Our committee believes that these recommendations strike a balance between ensuring appropriate access to necessary pain medications and safeguarding our communities from the risks associated with diversion. A multifaceted approach will also provide patients with safer, evidence-based alternatives for managing pain and addictions.

All pharmacy outlets in Ontario must remain consistent and compliant with all approved regulations regarding prescription diversion.

1. Formulary Adjustments

- **Delist from the Ontario Drug Benefit (ODB) Formulary**
 - Dilaudid (hydromorphone) 8mg tablets: DIN 00786543 and all its generic interchangeables
 - Hydromorph Contin 24mg (DIN 02125382) and 30mg (DIN 02125390), and 4.5 mg (DIN 02359502) capsules with all their generic interchangeables
- **Restrict access to higher-strength formulations from General Benefits to Limited Use (LU) or Exceptional Access Program (EAP)**
 - Dilaudid 4 mg tabs (DIN 00125121) and all its generic interchangeables
 - Hydromorph Contin 18mg caps (DIN 02243562) and all its generic interchangeables

2. Dispensing Regulations

- If Kadian is to be provided, the administration **must be observed**. There is to be no take-home prescription. Exceptions under certain circumstances, such as when the provider is closed for the weekend.
- Implement legislation limiting opioid dispensing to a **maximum 14-day supply**
- Establish a **random “call-back” program**, allowing pharmacists/physicians to request that patients return their dispensed opioid medications in their original containers for verification and count
- A **nominal \$5:00 fee** would be reimbursed under ODB for each callback, limited to four (4) callbacks per client per year
- Require that all **methadone carry bottles be returned** with their original label intact for patients to receive their next carry supply.

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3. Enhanced Pain Management Options

- Expand provincial coverage to support a multifaceted approach to acute pain management to include:
- Addition of non-opioid options to the ODB formulary, muscle relaxants, tramadol, and tramacet, anti-inflammatories such as ketorolac
- Short-term coverage for physiotherapy, chiropractic care, massage therapy, and psychotherapy

4. Alternatives to Opioid Detoxification

- Explore and implement non-opioid-based approaches to detoxification, reducing reliance on opioids in the recovery pathway.

(D) Other recommendations and suggested prevention strategies

- Legislative changes are needed, such as delisting higher strengths of opioids and limiting prescription quantities to reduce diversion and encourage reflection on dosage choices.
- Improve regulations and reporting mechanisms to address prescription diversion and trafficking.
- Review concerns around the lack of coverage for alternative pain management treatments, suggesting this contributes to addiction issues and the need to consider broader healthcare system reforms.
- Potential strategies to detect and prevent prescription diversion, including the use of technology for remote medication monitoring.
- Reporting of physicians if it is known that they are aware their client is diverting their medication and ignore the issue. Should they be reported to their college for them to review their practice?
- A creation of a clear reporting channel for pharmacists and physicians that can be implemented quickly.
- The need to address this issue proactively to avoid legal challenges, similar to a Class Action suit with Oxycodone.

Actions to Address Prescription Diversion

1. Seek approval from the Ministry of Mental Health and Addictions for our submitted Proposal of September 18, 2025. and presently the latest format Partnership and Collaboration – “the birth of change”
2. Increase public education and awareness not only in schools but also among the general public.
3. The need to review and recommend some mandatory guidelines for the use of Methadone, such as the actual consulting during treatment and determining the length of time that a client remains on Methadone.
4. Seek approval and letters of support from various partnerships throughout our Province.

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Appendices:

Appendix A: Slide Deck – Diversion North Bay ppt.

Appendix B: Media Release

Appendix C: Prescription Diversion Membership

Appendix D: Sample Motion to approve Prescription Diversion Submission



Diversion Trends – North Bay April 30 2025



Diversion – is the trade/sale of prescribed medications

Alarming conversations with traffickers who have expressed concerns “They’re flooding the streets like candy” “Kids are asking for them”

“Your doing the same thing you did with oxys”

Phone 705-4
Methadose (Unflavoured)
Methadone Hydrochloride
80 MG Mfr: MAL
DRINK ENTIRE CONTENTS OF BOTTLE
REFRIGERATED (120MG IN ORANGE DRINK)
OBSERVE DAILY IN PHARMACY / LAST
01/2025 Ingest Date: 31-12-2024
All Refills Expired

Methadone may cause serious harm to someone other than the intended patient. Not to be used by anyone other than the patient for whom it was intended. MAY BE FATAL TO CHILD OR ADULT

Methadone (Unflavoured)
Methadone Hydrochloride
120 MG Mfr: MAL
DRINK ENTIRE CONTENTS OF BOTTLE
REFRIGERATED (120MG IN ORANGE DRINK)
OBSERVE MON/WED/SAT
DOSE : DECEMBER 22/24; Ingest Date: 22-12-2024
All Refills Expired

Methadone may cause serious harm to someone other than the intended patient. Not to be used by anyone other than the patient for whom it was intended. MAY BE FATAL TO CHILD OR ADULT

PHARMASAVE
Methadose (Unflavoured)
Methadone Hydrochloride
120 MG Mfr: MAL
DRINK ENTIRE CONTENTS OF BOTTLE
REFRIGERATED (120MG IN ORANGE DRINK)
OBSERVE MON/WED/SAT
DOSE : DECEMBER 22/24; Ingest Date: 22-12-2024
All Refills Expired

Methadone may cause serious harm to someone other than the intended patient. Not to be used by anyone other than the patient for whom it was intended. MAY BE FATAL TO CHILD OR ADULT

Methadone may cause serious harm to someone other than the intended patient. Not to be used by anyone other than the patient for whom it was intended. MAY BE FATAL TO CHILD OR ADULT

PHARMASAVE
Methadose (Unflavoured)
Methadone Hydrochloride
120 MG Mfr: MAL
DRINK ENTIRE CONTENTS OF BOTTLE
REFRIGERATED (120MG IN ORANGE DRINK)
OBSERVE MON/WED/FRI
DOSE : DECEMBER 29/24; Ingest Date: 11-02-2025
All Refills Expired

Methadone may cause serious harm to someone other than the intended patient. Not to be used by anyone other than the patient for whom it was intended. MAY BE FATAL TO CHILD OR ADULT

PHARMASAVE
Methadose (Unflavoured)
Methadone Hydrochloride
120 MG Mfr: MAL
DRINK ENTIRE CONTENTS OF BOTTLE
REFRIGERATED (120MG IN ORANGE DRINK)
OBSERVE MON/WED/FRI
DOSE : DECEMBER 29/24; Ingest Date: 11-02-2025
All Refills Expired

Methadone may cause serious harm to someone other than the intended patient. Not to be used by anyone other than the patient for whom it was intended. MAY BE FATAL TO CHILD OR ADULT

CAT# [redacted]
456 Ferguson St, N
Tel: (705) 472-4222

Methadone DF/SF
Dye Free, Sugar Free
10 ML Mfr: MAL
100MG METHADONE IN JUICE
CONTENTS OF BOTTLE. MAY CAUSE SERIOUS HARM TO SOMEONE OTHER THAN THE INTENDED PATIENT. KEEP OUT OF REACH OF CHILDREN. OBSERVE MON/WED/FRI
Ingest Date: Sun 0

Methadone (Unflavoured)
Methadone Hydrochloride
80 MG Mfr: MAL
DRINK ENTIRE CONTENTS OF BOTTLE
REFRIGERATED (80MG IN ORANGE DRINK)
OBSERVE DAILY IN PHARMACY / LAST
DOSE : JAN 12/2025; Ingest Date: 12-12-2024

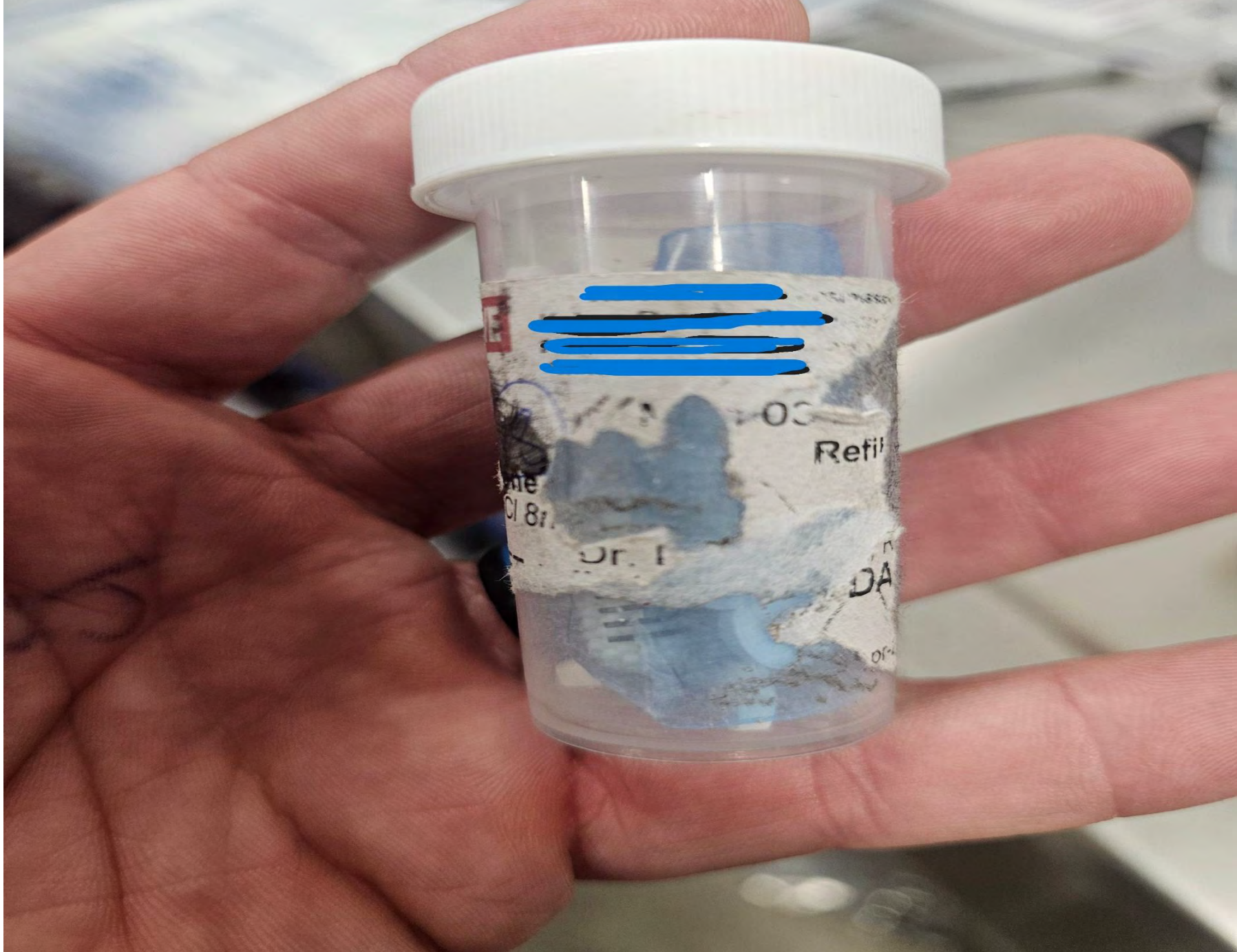
Methadone may cause serious harm to someone other than the intended patient. Not to be used by anyone other than the patient for whom it was intended. MAY BE FATAL TO CHILD OR ADULT

PHARMASAVE
Methadose (Unflavoured)
Methadone Hydrochloride
80 MG Mfr: MAL
DRINK ENTIRE CONTENTS OF BOTTLE
REFRIGERATED (80MG IN ORANGE DRINK)
OBSERVE SATURDAY CARRY OVER
DOSE : JAN 24/2025; Ingest Date: 24-12-2024

Methadone may cause serious harm to someone other than the intended patient. Not to be used by anyone other than the patient for whom it was intended. MAY BE FATAL TO CHILD OR ADULT

PHARMASAVE
Methadone Hydrochloride 10mg/mL
Mfr: ODN
2024, DRINK THE
MAY CAUSE SERIOUS HARM TO SOMEONE OTHER THAN THE INTENDED PATIENT. KEEP OUT OF REACH OF CHILDREN. OBSERVE MON/WED/FRI
DOSE : 16-12-2024

PHARMASAVE
12 ML Odan-Methadose (Unflavoured)
Methadone Hydrochloride
120MG (DEC 06 - JAN 09, 2025)
CONTENTS MIXED WITH JUICE
METHADONE MAY CAUSE SERIOUS HARM TO SOMEONE OTHER THAN THE INTENDED PATIENT. KEEP OUT OF REACH OF CHILDREN. OBSERVE MON/WED/FRI
INCREASE*: Ingest Date: 08



[REDACTED]

Refil
03
DA
03

D6



D7







M

All

M

M

BUPRENORPH/NALOX 8MG/2MG

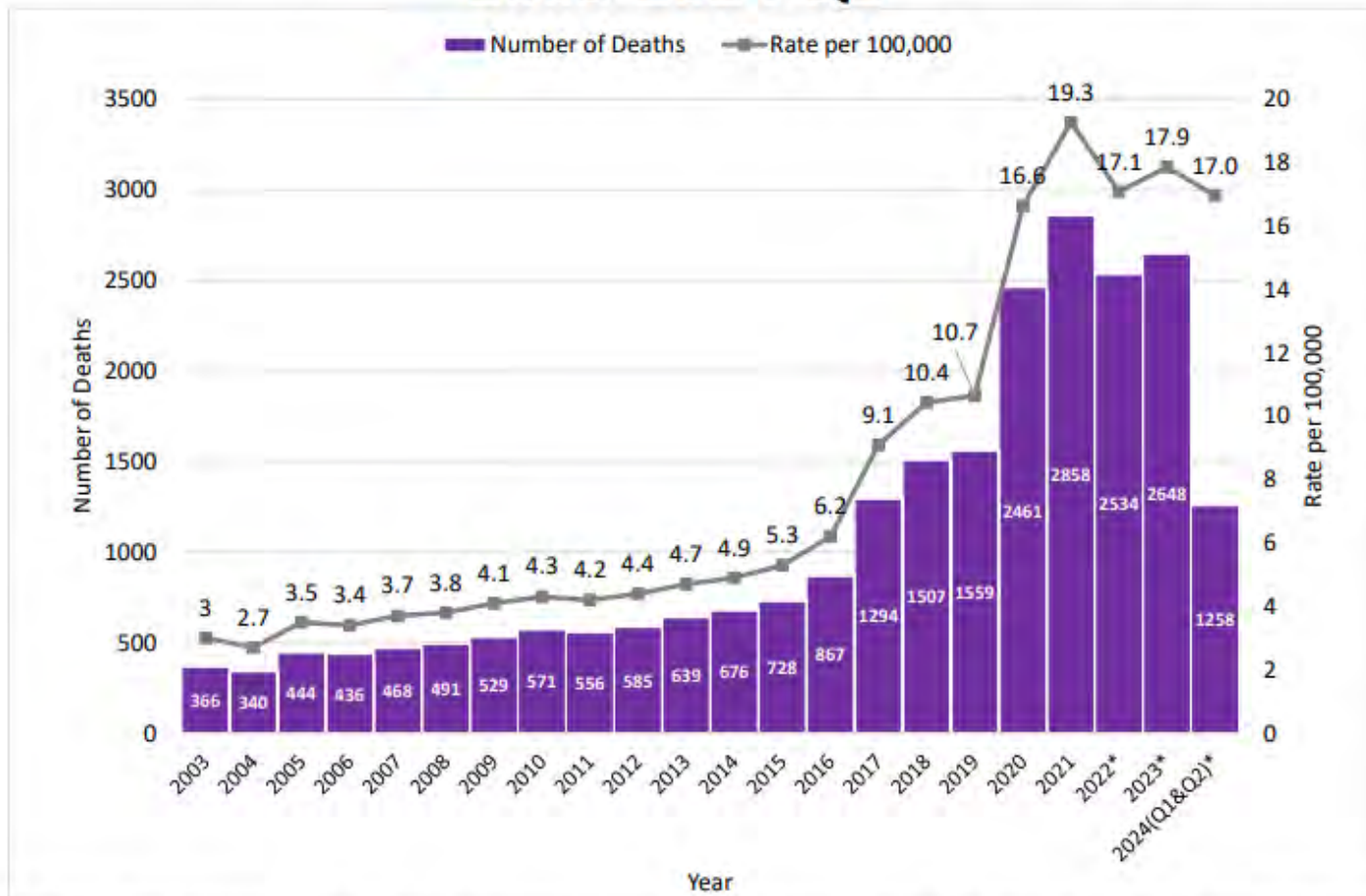
TEVA-BUPRENORPH/NALOXONE 8/2 MG

Qty: 90 TAB

**DISSOLVE 1 TABLET
UNDER THE TONGUE 3
TIMES DAILY (90 TABLETS
EVERY 30 DAYS)**

DR. W. Graham

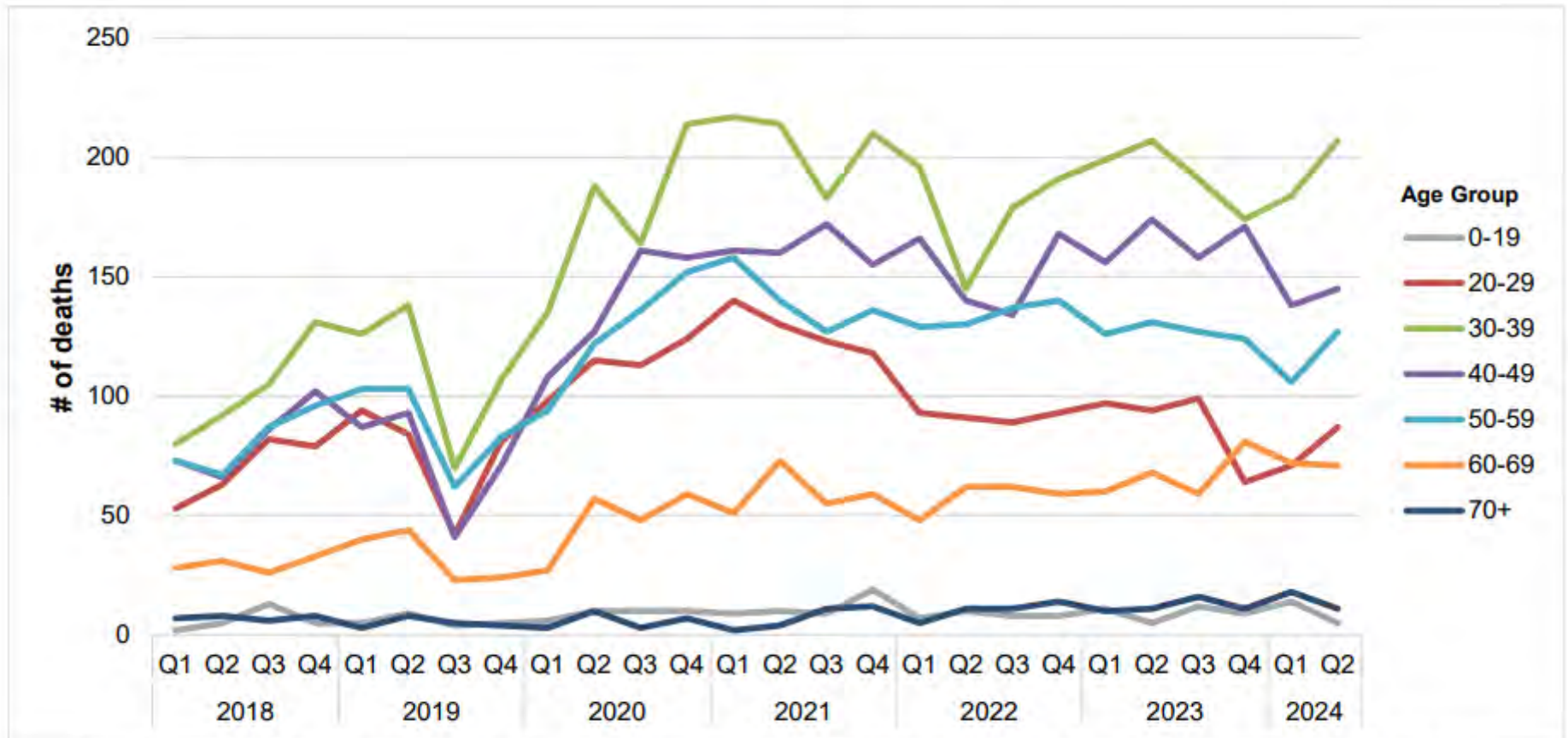
Opioid toxicity deaths in Ontario by year, 2003-2024 Q2



In **2021**, the mortality rate for opioid toxicity in Ontario was 19.3 per 100,000 population; **more than double** the rate in 2017 (9.1).

In **2024(Q1&Q2)**, the mortality rate has **decreased by 12%** compared to 2021, however remains **59% higher** than in 2019.

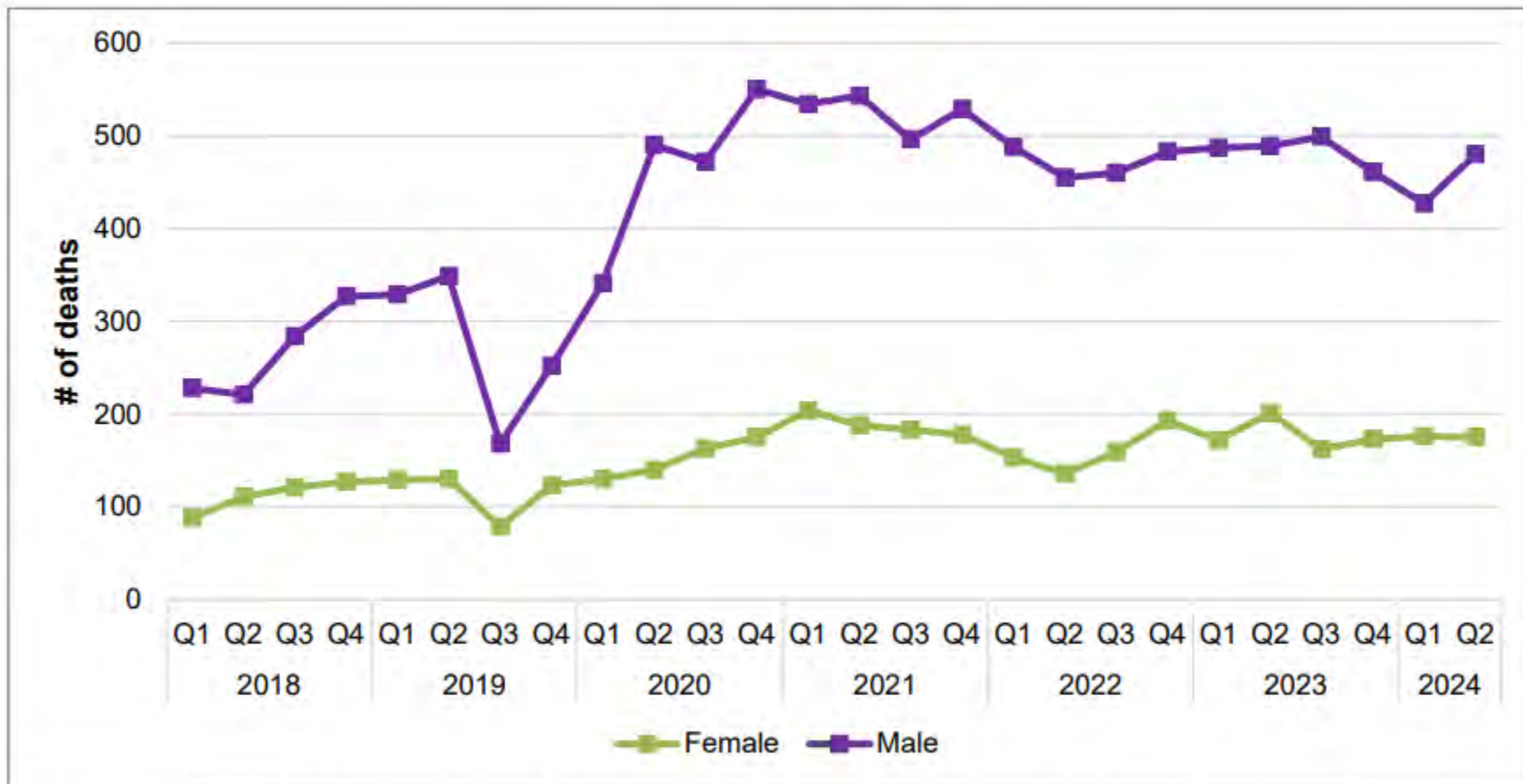
Opioid toxicity deaths in Ontario by age group, 2018-2024 Q2



Age groups **30-59** continue to be **most impacted**, accounting for 73% of deaths in Q2 2024.

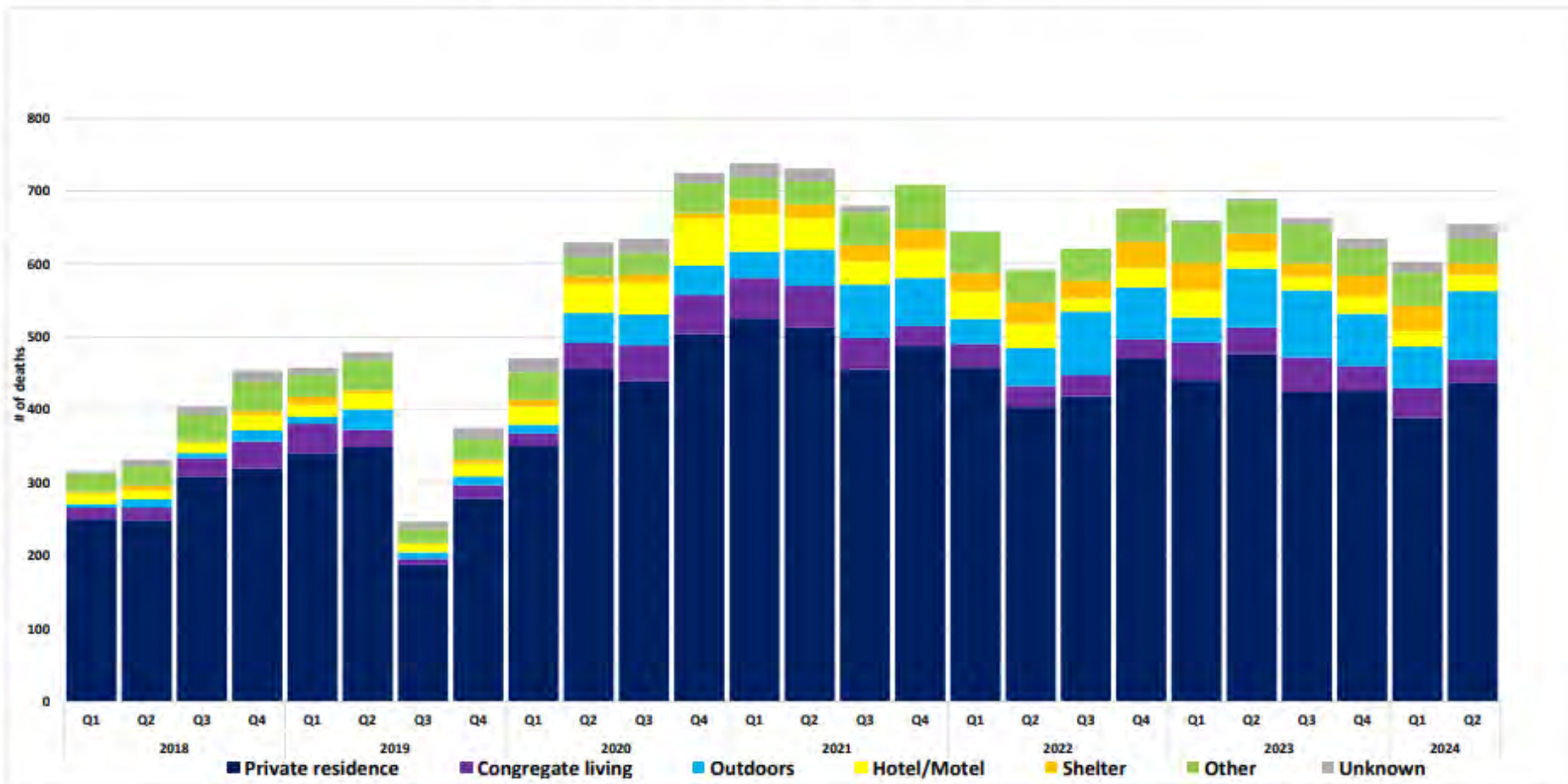
Source: Office of Chief Coroner (OCC) - Data effective October 28, 2024. Includes confirmed and probable opioid toxicity deaths and ongoing investigations where information may be pending. Data are preliminary and subject to change.

Opioid toxicity deaths in Ontario by sex, 2018-2024 Q2



3 in 4 deaths have been among **males** since the start of the pandemic.

Locations of Incident among Opioid Toxicity Deaths in Ontario, 2018-2024 Q2



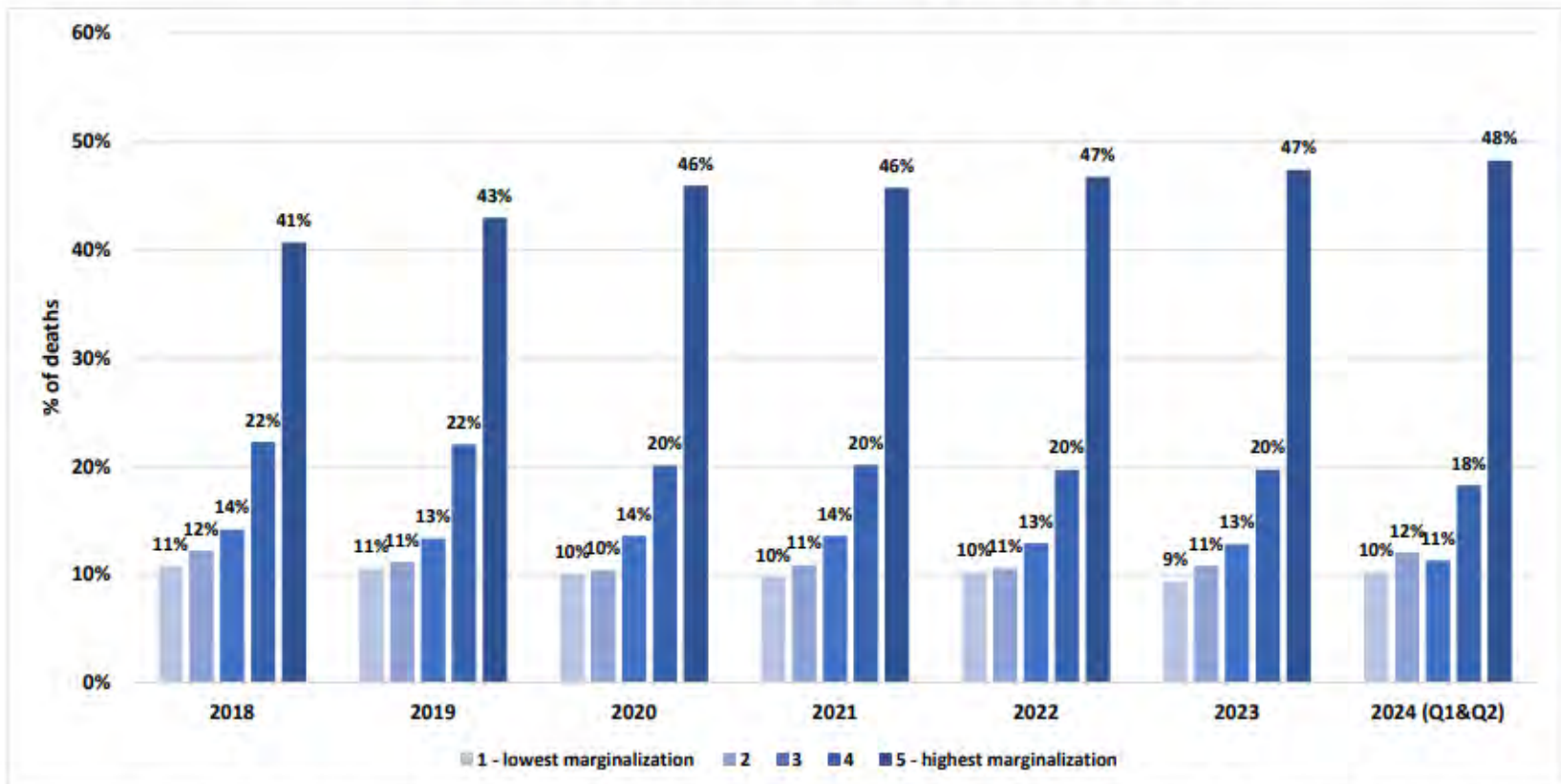
The majority of fatal opioid toxicity events (nearly 7 in 10) occur in private residences.

Source: Office of Chief Coroner (OCC) - Data effective October 28, 2024.

Includes confirmed and probable opioid toxicity deaths and ongoing investigations where information may be pending. Data are preliminary and subject to change.

'Other' locations of incident include: Correctional Facility, in Custody, Hospital/Clinic, in a Vehicle, Public building, and Industrial (Construction Site, Factory, Plant, Warehouse, Mine)

Material Resources Marginalization Index among opioid toxicity deaths in Ontario, 2018-2024 Q2



Nearly half of all opioid toxicity deaths occur among people living in areas experiencing the highest level of material resource marginalization (i.e., extreme difficulty attaining basic material needs).

Source: Office of Chief Coroner (OCC) - Data effective October 28, 2024. Includes confirmed and probable opioid toxicity deaths and ongoing investigations where information may be pending. Data are preliminary and subject to change.

Based on postal code of residence where available; if missing, then postal code of incident is used. The [2021 Ontario Marginalization \(ON-MARGI\) Index](#) uses dissemination area (defined as a "relatively stable geographic unit with average population of 400 to 700 persons") and material resources quintiles. The material resources dimension is related to poverty and the inability to attain basic material needs such as housing, food, clothing, and education. It is a known limitation that ON-MARGI may not be able to accurately represent Indigenous reserves, Indigenous people living off reserve or institutionalized populations (nursing homes, penitentiaries etc.) due to how the information is collected in the census.

Substances involved in opioid toxicity deaths in Ontario, 2018-2024 Q2

	% of Opioid Toxicity Deaths by Year						
	2018	2019	2020	2021	2022	2023	2024 (Q1&Q2)
Non-Pharmaceutical Opioids							
Total fentanyl/Fentanyl analogues	67.9	75	85.7	88.8	83.4	86.2	83
Fentanyl	64.4	53.4	85.5	87.9	81.8	82.3	76.2
Carfentanil	6.3	31.4	0.5	4.3	7.6	3.1	1.5
Other Fentanyl Analogues**	1.4	1.3	1.2	0.6	1.7	22	24.2
<i>Detection of Fluorofentanyl*</i>	0	0	0	0.8	6.4	42.5	47.6
<i>Detection of Butyryl/Isobutyryl/Methyl-fentanyl*</i>	0	0	0	0	0	1.3	27.8
Nitazenes*	0	0	0	0.2	0.8	0.6	0.9
Heroin	7.2	4.1	1.7	0.8	0.4	0.7	0.8
Opioids Indicated for Pain							
Codeine	4.6	2.6	1.9	1.4	1.5	1.4	1.5
Oxycodone	11.1	9.1	4.9	3.8	5.7	4.6	5.3
Hydromorphone	10.8	10.1	6.1	5.9	6.9	7.5	8.4
Tramadol	1.1	0.6	0.4	0.2	0.4	0.4	0.6
Morphine	10.7	8	5.2	4	5.7	5.4	5
Opioid Agonist Treatment							
Methadone	12.9	12.9	10.4	10.3	9.5	8.7	10.1
Buprenorphine	0.1	0.3	0.3	0.1	0.1	0.4	0.4
Other Substances							
Total Stimulant(s)	43.5	48.3	56.9	59.3	59.9	67.3	66.7
Methamphetamine	16.3	20.5	25.8	30.2	32.1	34.9	36.2
Cocaine	32.2	34.4	41.6	40	39.6	47.9	45.1
Other Stimulants	2.4	1.4	1.7	1.2	1.3	2.2	2.3
Alcohol	13.7	12.6	12.8	10.6	12.2	11.6	10.3
Benzodiazepines	11.9	8.4	9.1	11.1	11.2	31.8	43.1
<i>Detection of nonpharmaceutical benzodiazepines*</i>	32.7	29.8	45	63.8	48.8	64.7	64
<i>Detection of xylazine*</i>	0	0	0.2	2.1	2.5	3.1	4

Fentanyl continues to contribute to the majority (76.2%) of opioid toxicity deaths. **Stimulants** are involved in nearly 7 in 10 opioid toxicity deaths.

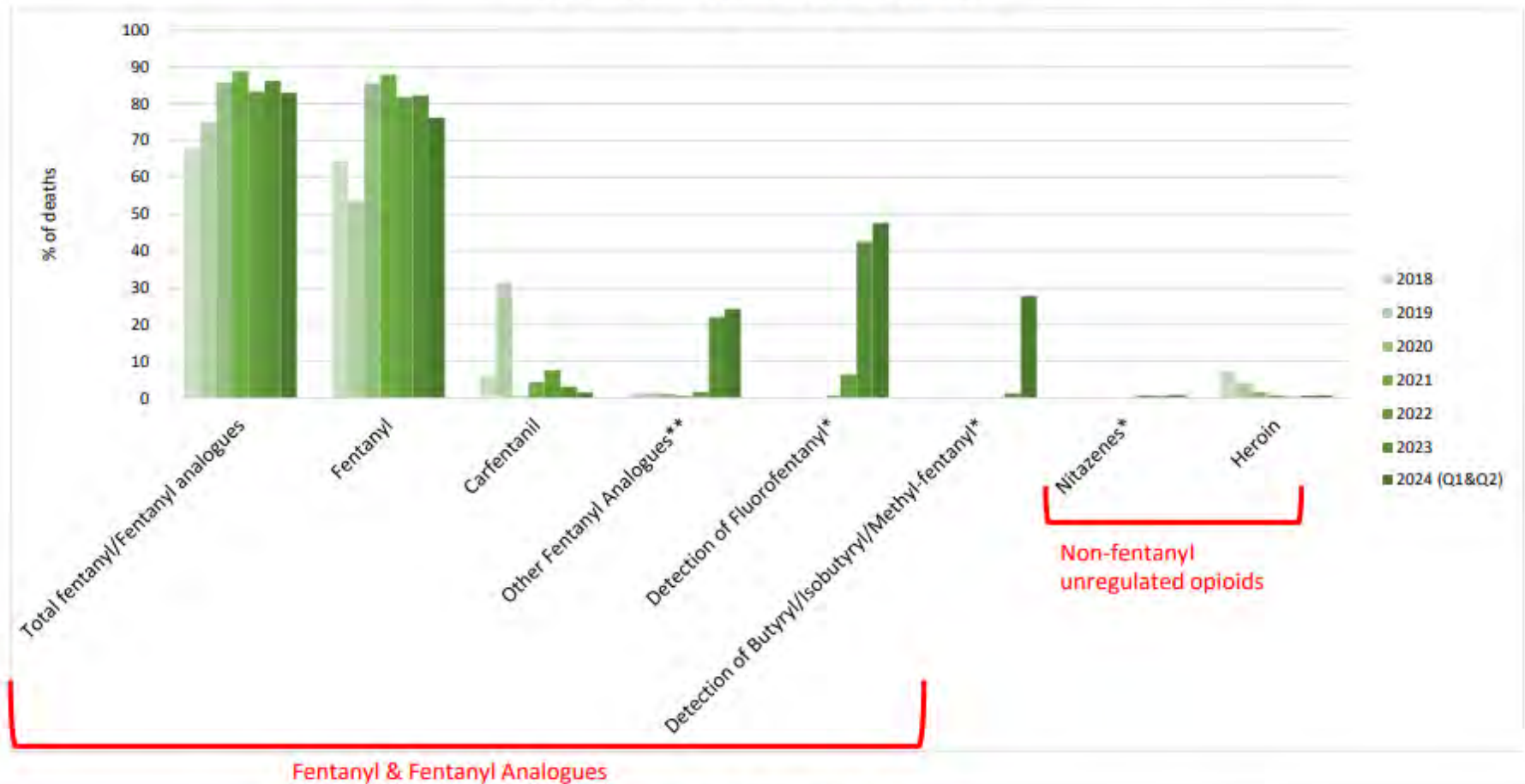
Source: Office of Chief Coroner (OCC) - Data effective October 28, 2024.

Includes confirmed opioid toxicity deaths only. Data are preliminary and subject to change. Data reflect substances attributed to cause of death unless otherwise indicated.

**Due to evolving toxicology methods and best practices around quantifying and defining toxic levels of novel fentanyl analogues, nitazenes, non-pharmaceutical benzodiazepines, and xylazine, these substances may not be consistently characterized in the cause of death.*

***Includes Para-fluorobutyryl Fentanyl, Cyclopropylfentanyl, Furanylfentanyl, Despropionyl Fentanyl, Furanyl UF 17, Butyryl/Isobutyryl/Methyl-fentanyl, Fluorofentanyl, and Acetylfentanyl*

Unregulated Opioids Involved in Opioid Toxicity Deaths in Ontario, 2018-2024 Q2



In 2024 to date (Q1&Q2):

Fentanyl/Fentanyl Analogues are attributed to over 4 in 5 opioid toxicity deaths.

Fluorofentanyl is detected in nearly half of opioid toxicity deaths.

Butyryl/Isobutyryl/Methyl-fentanyl is detected in nearly 3 in 10 opioid toxicity deaths.

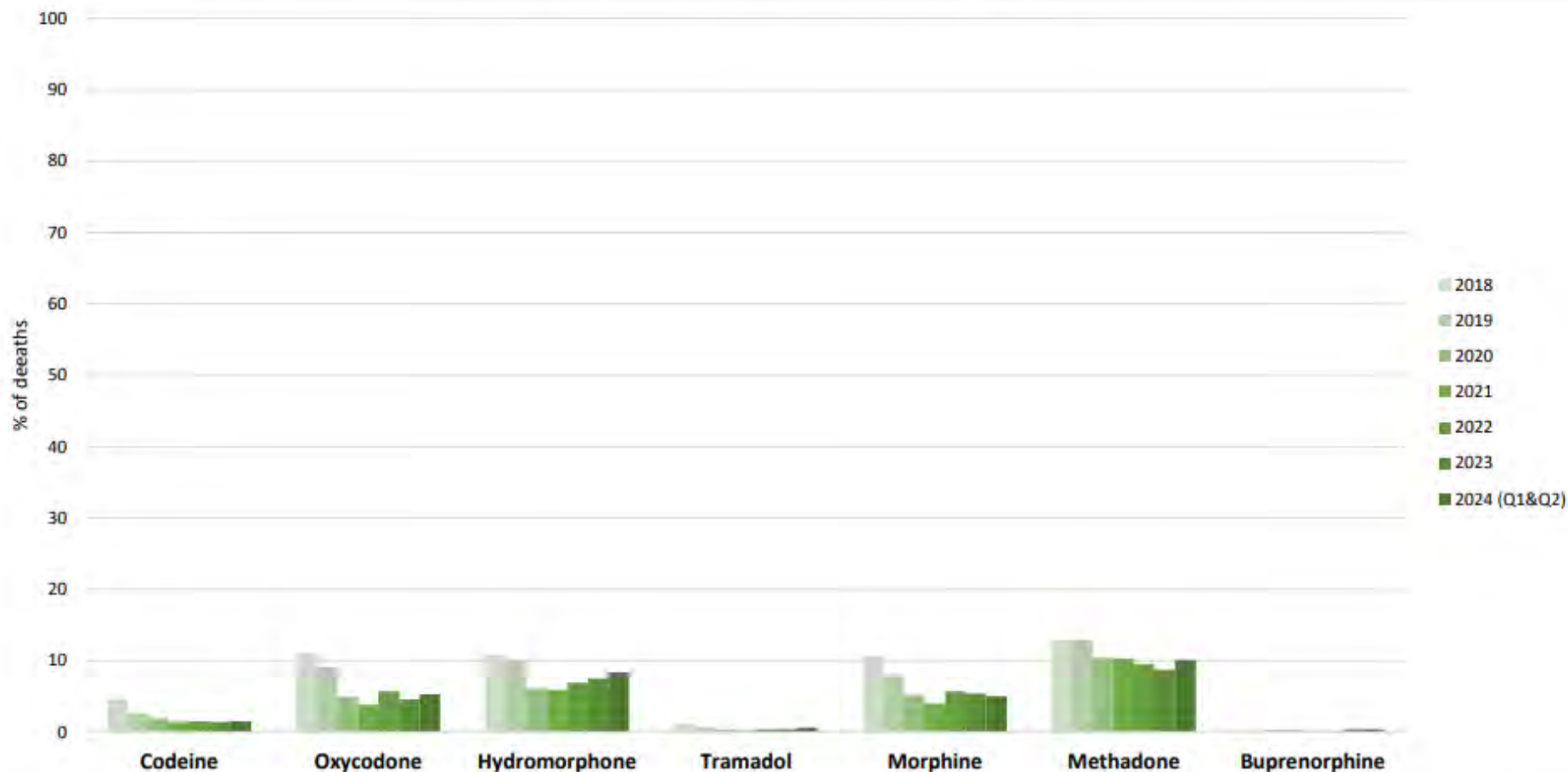
Source: Office of Chief Coroner (OCC) - Data effective October 28, 2024.

Includes confirmed opioid toxicity deaths only. Data are preliminary and subject to change. Data reflect substances attributed to cause of death unless otherwise indicated.

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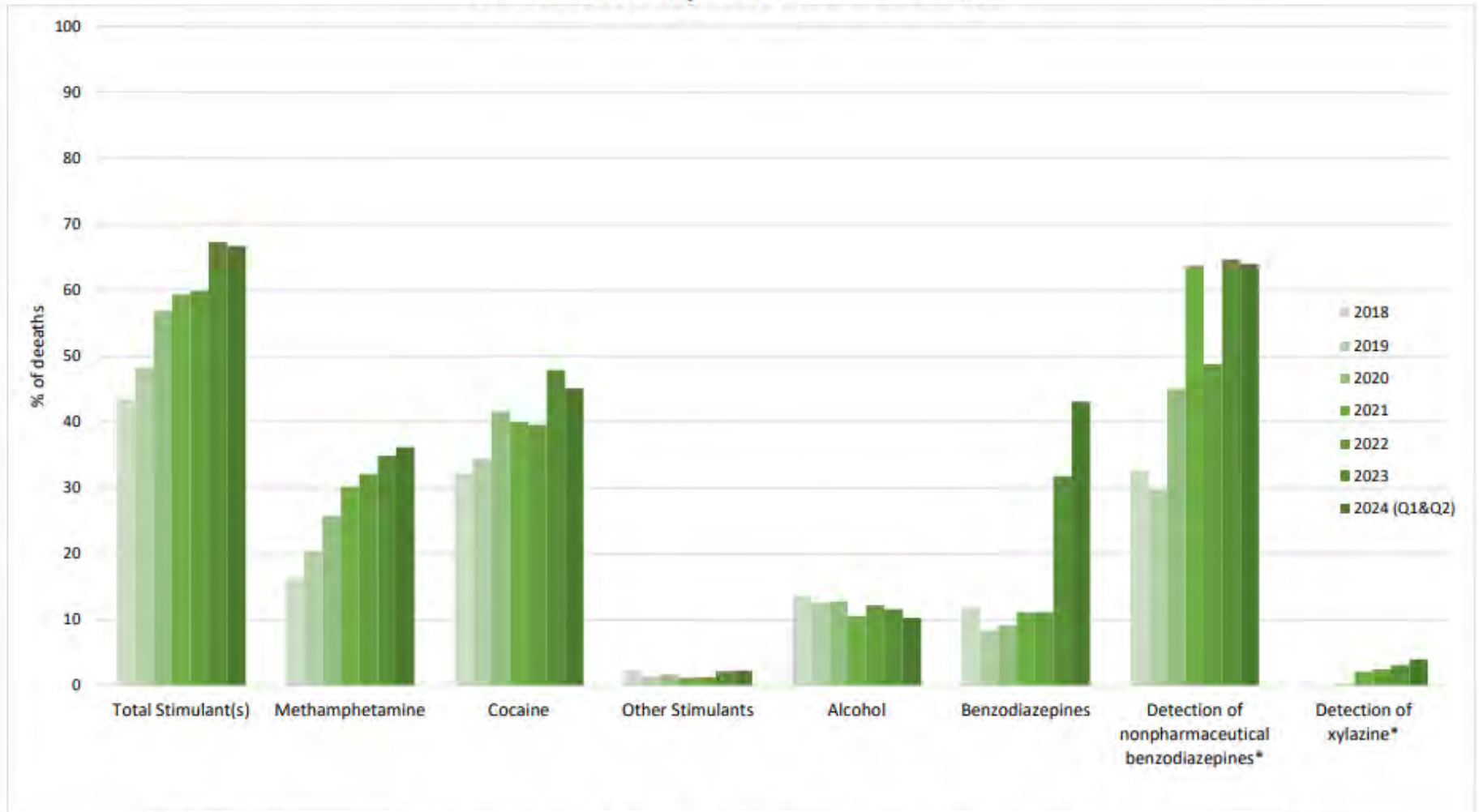
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Regulated Opioids Involved in Opioid Toxicity Deaths in Ontario, 2018-2024 Q2



Regulated Opioids in the absence of fentanyl are attributed to death in less than 1 in 6 in opioid toxicity deaths (Q1&Q2 2024).

Other Substances Involved in Opioid Toxicity Deaths in Ontario, 2018-2024 Q2



Benzodiazepines are involved in over 3 in 5 opioid toxicity deaths (Q1&Q2 2024).

Cocaine is involved in over 2 in 5 opioid toxicity deaths (Q1&Q2 2024).

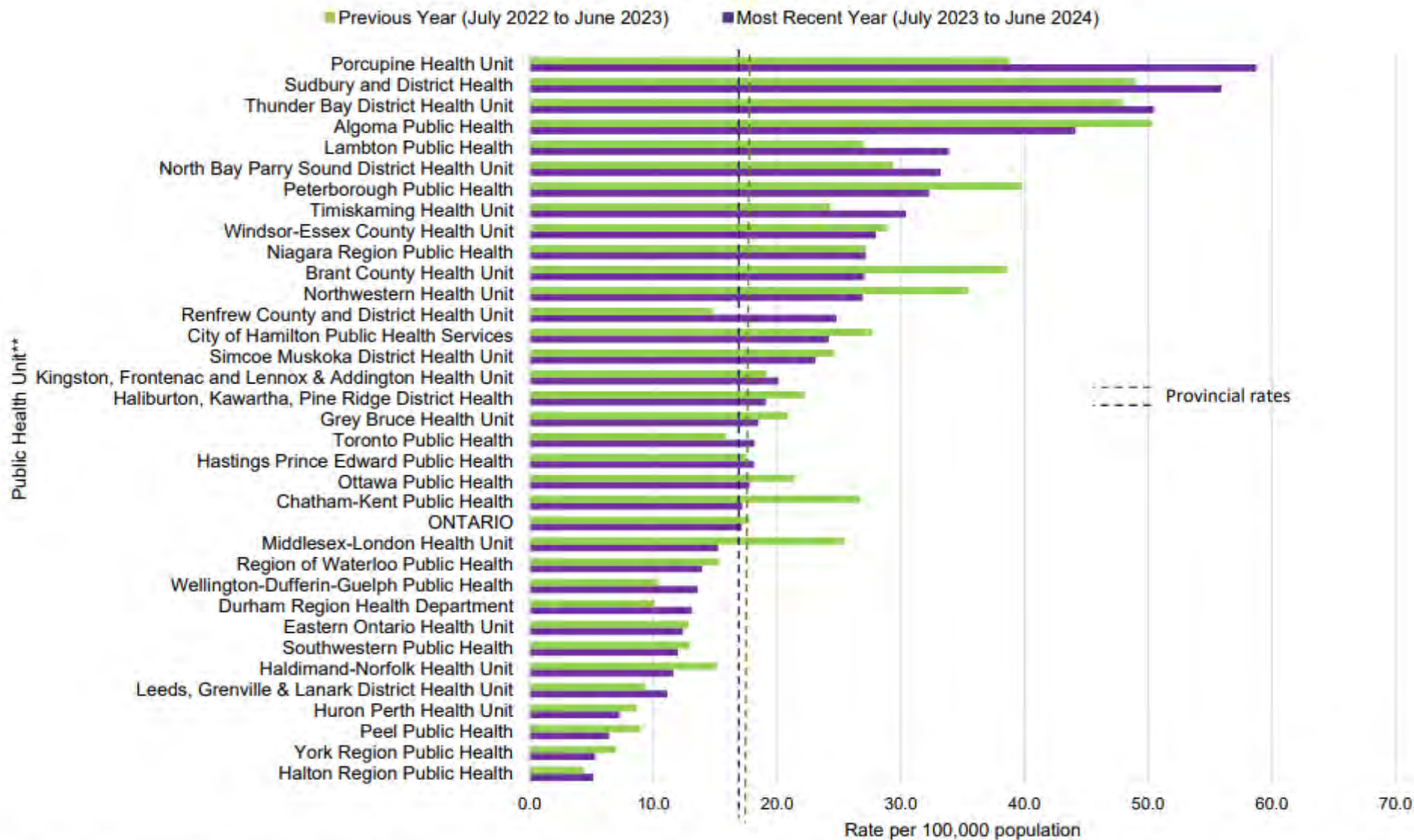
Source: Office of Chief Coroner (OCC) - Data effective October 28, 2024.

Includes confirmed opioid toxicity deaths only. Data are preliminary and subject to change. Data reflect substances attributed to cause of death unless otherwise indicated.

**Due to evolving toxicology methods and best practices around quantifying and defining toxic levels of novel fentanyl analogues, nitazenes, non-pharmaceutical benzodiazepines, and xylazine, these substances may not be consistently characterized in the cause of death.*

Opioid toxicity mortality rate by PHU region - Annual

Most recent two years of data available*



Source: Office of Chief Coroner (OCC) - Data effective October 28, 2024.

*includes both confirmed and probable opioid-related deaths, preliminary and subject to change

**based on location of incident

Opioid Toxicity Mortality Rate by Census Subdivision (CSD)

Ten (10) CSDs with the highest mortality rates in 2024 Q1&Q2:

Census Subdivision**	Opioid toxicity* mortality rate per 100,000 population (annualized)	Number of Opioid toxicity deaths
SAULT STE. MARIE	64.2	24
THUNDER BAY	59.6	33
SARNIA	56.7	21
TIMMINS	52.4	11
PETERBOROUGH	51.5	22
NORTH BAY	47.8	13
ORILLIA	46.3	8
GREATER SUDBURY	45.0	38
WINDSOR	41.7	48
BRANTFORD	40.8	22
<i>Ontario (for reference)</i>	17.0	1258

Source: Office of Chief Coroner (OCC) - Data effective October 28, 2024.

*Includes both confirmed and probable opioid-related deaths; **preliminary and subject to change.**

**Based on location of incident. Among CSDs with >30,000 population.



Contact Information

Det Brad Reaume –

breaume@northbaypolice.on.ca



MEDIA RELEASE

North Bay Police Service

**COMMUNITY
DRUG STRATEGY**
NORTH BAY & AREA

For immediate release

on May 27, 2025

Media Release “Prescription Diversion”

The North Bay Police Service has identified an increased presence of diverted prescription opioids within the North Bay community. Prescribed substances such as hydromorphone, morphine sulphate, and medications for Opiate Agonist Treatment are frequently encountered in drug investigations, and there have recently been significant quantities showing up in police investigations revealing evidence of diversion. Diversion occurs when an individual, who is prescribed medication, sells, trades, or gives their narcotics to someone else. Once these narcotics enter the community, they pose a risk to individuals who are not regulated consumers.

To address this growing concern, the Community Drug Strategy and North Bay Police have been working with local prescribers and pharmacists, to explore potential prevention strategies and regulatory options that may mitigate the impact of prescription diversion in both the community and surrounding areas. Everyone involved has expressed a strong willingness to partner in identifying and implementing solutions.

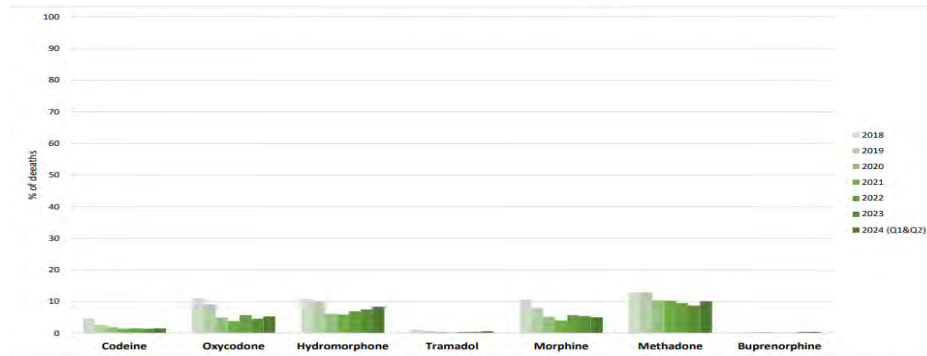
Medications are a vital part of our lives and are essential for effectively treating various conditions and diseases. When medications are no longer needed or have expired, it is imperative that you dispose of them safely and properly.

Proper disposal is crucial to prevent the accidental or intentional misuse of medications. Take action by dropping off your unused or expired medications at participating pharmacies where this service is available free of charge any day of the week.

Remember, selling your prescription medications is not just discouraged; it is illegal under the Control Drugs and Substance Act (CDSA) and carries serious penalties. Make the responsible choice and dispose of medications correctly.

According to the Office of the Chief Coroner, Regulated Opioid use is involved in just under one in 6 deaths

Regulated Opioids Involved in Opioid Toxicity Deaths in Ontario, 2018-2024 Q2



Regulated Opioids in the absence of fentanyl are attributed to death in less than 1 in 6 in opioid toxicity deaths (Q1&Q2 2024).

Source: Office of Chief Coroner (OCC) - Data effective October 28, 2024. Includes confirmed opioid toxicity deaths only. Data are preliminary and subject to change. Data reflect substances attributed to cause of death unless otherwise indicated.

For further inquiries please contact:

Patricia Cliche: Chairperson, Community Drug Strategy, North Bay & Area

Email: pat17@sympatico.ca

Phone: 705-840-7272

Det. Sgt. Brad Reaume: Street Crime Unit, North Bay Police Service

Email: breaume@northbaypolice.on.ca

Phone: 705-497-5555 ext. 7441

Prescription Diversion Project Membership

Name	Agency	Contact Information
Pat Cliche -Co- Chair	Community Drug Strategy	Pat17@sympatico.ca 705-472-8172. Home 705-840-7272. Mobile 705-472-4422. Fax
Detective Sgt. Brad Reaume Co-Chair	North Bay Police Service	breaume@northbaypolice.on.ca 705-497-5555 ext. 7441 705- 845-1097 mobile
OPP	To be announced	
Constable Tyler Commanda	Anishinabek Police Services	tcommanda@apcops.org 705-472-0270
Shelley Ortepi	Callander IDA 93 Main St. #412	Shelley.ortepi@gmail.com 705-752-3388. Work 705- 471-7190. Mobile
Mary Genevieve Godreau Kmith	Shoppers Drug Mart Associate 1247 Josephine Street and 664 276 Lakeshore Drive	mgodreau@shoppersdrugmart.ca 705-497-8542 and 705-476-3244. ext.33. work 705-471-4911. Mobile
Pam Simpson	Pharmasave Robinson's 2547 Trout Lake Road	Pam.simpson@robpharm.ca 705- 495-4515 705- 493-1515
Dr. Michael Franklyn	Addiction Medicine Physician From Sudbury – works in addictions, Corrections, mental health, COMPASS youth hub and teaches at NOSM	mfranklyn@nosm.ca 705-626-8833

Prescription Diversion Motion

We, the undersigned, formally support the motion for "Partnership and

Collaboration – the birth of change" passed on the date of

November 21, 2025, in North Bay, Ontario.

Moved by: _____

Seconded by: _____

Name of Agency/Organization

Partnership and Collaboration
"the birth of change"



Detective Brad Reaume
North Bay City Police
705- 497-5555 ext. 7441
braume@northbaypolice.on.ca

COMMUNITY
DRUG STRATEGY
NORTH BAY & AREA

Ms. Patricia Cliche – RN
Community Drug Strategy Committee
705-840-7272 – Mobile
pat17@sympatico.ca



NORTH BAY POLICE SERVICE BOARD

135 Princess Street W. P.O. Box 717, North Bay ON P1B 8J8
nbpsb@northbaypolice.on.ca | 705.497.5555 Ext 511



December 16, 2025

The Honourable Vijay Thanigasalam
Associate Minister of Mental Health and Addictions
Ministry of Health, Frost Building South
7 Queen's Park Crescent
Toronto, ON M7A 1Y7

The Honourable Vic Fedeli, MPP, Nipissing
219 Main Street East
North Bay, ON P1B 1B2

On behalf of the North Bay Police Service Board, I am pleased to offer this letter in strong support of the **Prescription Diversion Project: Partnership and Collaboration "the birth of change."** Please find a copy of the project outline attached.

Across Ontario and beyond, powerful prescription drugs are being diverted almost immediately after purchase. The medications being diverted pose a risk to individuals who are not regular consumers, often very young clients. There are various reasons why clients divert their prescriptions, such as for basic needs like food and shelter, generating income to cover expenses, or exchanging prescriptions for other drugs like fentanyl. However, the primary motivation appears to be strictly profit, as clients sell their prescriptions to others to make money. Additionally, some believe these prescriptions are safer options compared to the unregulated drug supply.

We have been informed that the Public Prosecution Service of Canada (PPSC) is aware of this issue and is committed to supporting police services in investigating and prosecuting such cases.

The North Bay Police Service Board is committed to working collaboratively and constructively with the Ontario Association of Police Service Boards (OAPSB), the Ontario Association of Chiefs of Police (OACP) and with provincial ministries to support this important and urgently needed project. Thank you for your consideration of this matter.

Sincerely,

Signed original on file

Rich Stivrins
Chair
North Bay Police Service Board



NORTH BAY POLICE SERVICE BOARD



135 Princess Street W. P.O. Box 717, North Bay ON P1B 8J8
nbpsb@northbaypolice.on.ca | 705.497.5555 Ext 511

December 16, 2025

The Honourable Michael Kerzner
Solicitor General
Ministry of the Solicitor General
25 Grosvenor Street, 18th Floor
Toronto, ON M7A 1Y6

The Honourable Zee Hamid
Associate Solicitor General for Auto Theft and Bail Reform
Ministry of the Solicitor General
25 Grosvenor Street, 18th Floor
Toronto, ON M7A 1Y6

The Honourable Vic Fedeli, MPP
Riding of Nipissing
219 Main Street East
North Bay, ON P1B 1B2

On behalf of the North Bay Police Service Board, I am pleased to offer this letter in strong support of Victim Crisis Assistance Ontario (VCAO) agencies across the province and the development of a coordinated **Provincial Bail Notification Program**.

VCAO organizations are essential partners in community safety and well-being. They provide immediate, trauma-informed support to individuals and families affected by crime and tragic circumstances, often at the most vulnerable moments in their lives. Their staff and volunteers work closely with police services to ensure survivors receive timely safety planning, crisis intervention, and connections to critical supports. This partnership enhances our ability to respond effectively, reduces risk, and strengthens trust with those we serve.

Timely and reliable bail notification is a vital component of victim safety. The current system is inconsistent across jurisdictions and leaves survivors at risk when they are not informed of release conditions or bail decisions that may impact their safety planning. A province-wide bail notification program, led in partnership with VCAO agencies, will ensure victims receive clear, coordinated, and rapid notification, regardless of where the offence occurred or where the accused is released. This is not only a matter of safety but also an essential part of ensuring victims' rights, dignity, and confidence in the justice system.

The North Bay Police Service Board fully supports:

1. **Strengthened investment in VCAO agencies**, recognizing them as critical frontline partners in community safety and in supporting survivors of crime.
2. **A standardized, province-wide bail notification system**, designed in partnership with police services, VCAOs, and justice partners to promote timely communication, reduce risk, and improve outcomes for victims.
3. **Ongoing collaboration between police and VCAO**, including shared training, coordinated response models, and information pathways that improve both public safety and victim care.

VCAO agencies deliver high-quality services that directly complement police response. A provincial bail notification program will further enhance our collective ability to keep communities safe and uphold the rights of survivors. We urge the Government of Ontario to move forward with the development, implementation, and sustainable funding of this program.

Thank you for your consideration. The North Bay Police Service Board is committed to working collaboratively and constructively with our VCAO partners and with provincial ministries to support this important and urgently needed initiative.

Sincerely,

Signed copy on file

Rich Stivrins
Chair
North Bay Police Service Board



BAIL REFORM

ON VSP | Ontario Network
of Victim Service Providers

2025

WWW.VICTIMSERVICESONTARIO.CA
VSND.CA

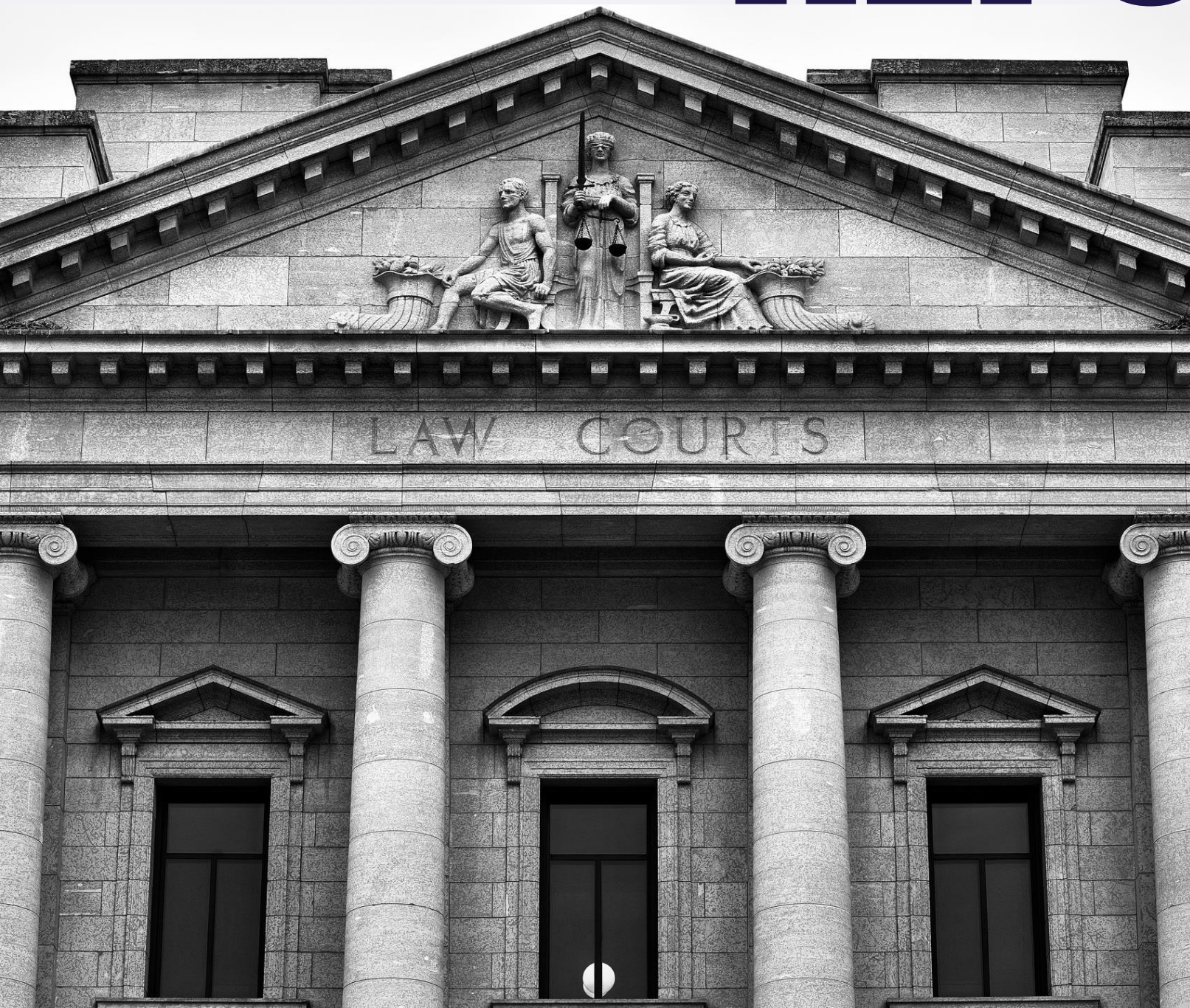




The Ontario Network of Victim Service Providers (ONVSP) is a unifying umbrella organization representing 41 distinct Victim Service agencies across the province. Each of these locations brings unique strengths, perspectives, and community-based approaches to supporting individuals affected by crime and tragic circumstances.



THE ONTARIO BAIL REFORM LANDSCAPE



A SHIFTING LANDSCAPE

- Public pressure for tougher bail conditions
- Focus on repeat and violent offenders
- Gaps in victim notification identified
- Growing attention from government and media



THE PROBLEM WE FACE

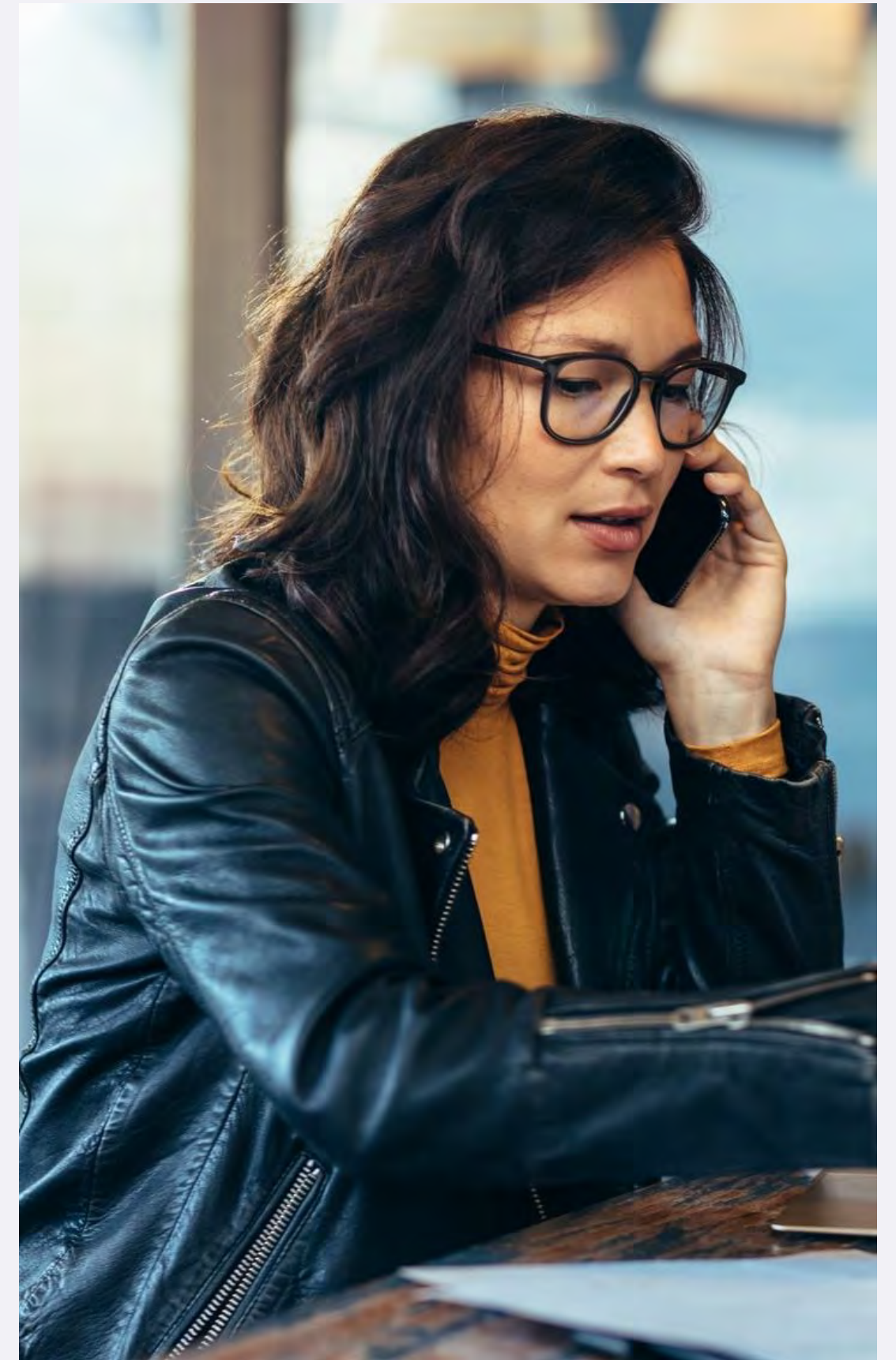
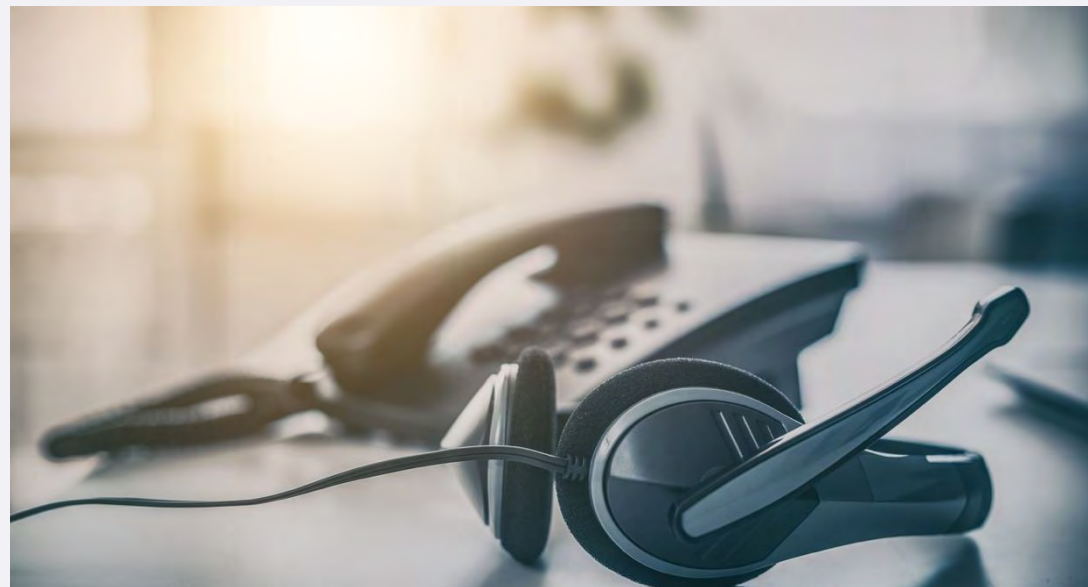
THE NOTIFICATION GAP

- Victims not notified of bail decisions or release conditions
- No standardized provincial process
- Inconsistent safety planning and referrals
- Survivors left in danger, retraumatized, or unaware

THE ONVSP SOLUTION

REAL-TIME VICTIM IDENTIFICATION PROGRAM

- Standardized, real-time victim notification
- Province-wide program, led by VCAO agencies
- Trauma-informed and culturally responsive
- Integrates with police, bail courts, and Crown



CORE PROGRAM FEATURES

WHAT IT LOOKS LIKE

- Bail court presence
- Direct access to release decisions and conditions
- Real time survivor follow-up
- Referrals to safety planning and supports
- Secure database for tracking and coordination





01

- **VS of Brant**
- **Small-to-medium site**
- **Established in 2000**
- **Noted increased risk of perpetrators returning to victims' homes post-release**
- **Reduced risk through notification process**

02

- **VS of Peel - 40+ years of continuous Bail Court Notification & Advocacy**
- **Proven outcomes: fewer missed notifications, enhanced survivor safety, proactive partnership with Crown and Police**



EXISTING MODELS IN ONTARIO

PROVEN OUTCOMES: FEWER MISSED NOTIFICATIONS, BETTER SAFETY PLANNING, STRONG POLICE-COURT COLLABORATION

OUR ASK TO GOVERNMENT

WHAT WE'RE CALLING FOR

- Funding for program expansion and staffing
- Policy support to standardize notification
- Provincial endorsement of VCAO as lead
- Integration with bail courts and police





OACP

ENDORSEMENT

- OACP has endorsed the ONVSP plan to implement a standardized, province wide bail notification system.
 - equitable service across Ontario
 - alignment of best practices
 - real time notification
- Recognizing the role Victim Service providers play in ensuring safety and well-being of survivors.

NEXT STEPS



WHERE WE GO FROM HERE

- Continue to enrich partnerships with your local VCAO
 - Referrals
 - Fundraise
 - VCAO staff embedded in units
- Advocate for VCAO bail notification

THANK YOU

2025

THANK YOU FOR YOUR PARTNERSHIP

- Together, we're building safer communities
- Questions or ideas? Contact kjodouin@vsnd.ca

ON | Ontario Network
VSP | of Victim Service Providers





Policy: Terms of Reference	
Date of Board Approval: 03/25/2025	Date of Next Review: 03/25/2030

Purpose:

While it is the legislative mandate of the Ontario Provincial Police (OPP) Detachment Board to work with the Detachment Commander to make decisions where appropriate and submit information to the Municipal Councils in other matters in accordance with the Community Safety and Policing Act (CSPA), the purpose of the OPP Detachment Board is to:

1. Comply with the prescribed standards, if any, with respect to the exercise of its powers and the performance of its duties under the Act;
2. Make decisions on matters within their jurisdiction and provide advice and information to Municipal Councils on specialized matters as outlined in the Act;
3. Facilitate public input on programs and ideas when appropriate and approved by the OPP Detachment Board to ensure the work of the Board is representative of the communities it serves;
4. Make decisions in enhancing the quality of life and ensuring the safety and security of all persons and property in the community, in keeping with Strategic Plan and the OPP Detachment Board strategic plan or the annual objectives and principles as established by the OPP Detachment Board; and
5. Conduct itself in keeping with the prescribed Code of Conduct under the CSPA (Section 35(6)) and in keeping with the OPP Procedural By-law.

Roles and Responsibilities:

The Mattawa Regional Detachment Board (MROPPDB) provides the Ontario Provincial Police (OPP) Detachment with civilian input into OPP policing at the detachment level, as defined in the CSPA. The MROPPDB is tasked with the following responsibilities:

1. Consult with the Commissioner on the selection of the detachment commander and participate in the selection process.
2. Determine objectives and priorities for the detachment that align with the Ministry's strategic plan, in consultation with the detachment commander.
3. Advise the detachment commander on matters relating to policing by the detachment.
4. Monitor the performance of the detachment commander.
5. Review reports from the detachment commander concerning the policing of the detachment.



6. Prepare an annual report for each municipality on or before June 30th each year.
7. Consider each municipality's community safety and wellbeing plan.
8. Prepare an annual workplan and budget.
9. May create local policies that are consistent with the Act and the Ministry's Strategic Plan and must be developed in consultation with the local Commander.

Scope:

As per the CSPA, the MROPPDB must not interfere with policing operations. It is responsible for fulfilling its duties within the designated townships of Calvin, Mattawa, Mattawan, and Papineau-Cameron.

Authority:

The MROPPDB operates independently from Municipal Councils and is a separate legal entity. The MROPPDB is not liable for the actions of the OPP. The MROPPDB must have liability insurance. Authority delegation is restricted to the scope described in Section 42 of the CSPA. The MROPPDB members shall:

1. Ensure that all outgoing communications are in accordance with the MROPPDB.
2. Not communicate externally on behalf of the MROPPDB except as authorized by the MROPPDB;
3. Not post independently to social media but rather social media postings shall be forwarded to the MROPPDB Detachment Board Secretary-Treasurer for distribution which may be shared by the MROPPDB members;
4. Not authorize any expenditures outside the MROPPDB approved budget;
5. Have the authority to undertake special projects, or research matters that arise and that are within the scope of these Terms of Reference. The responsibility for these assignments remain with the MROPPDB or designate.

Composition:

The MROPPDB comprises of:

1. One Councillor nominated from each of the municipalities.
2. One Community Member
3. One Ministry-appointed member as per term defined by the Ministry.

Eligibility:



1. Each Municipality when appointing a member and the MROPPDB complies with the following list of non-eligible potential Board Members: a judge or justice of the peace, members of the police, special constables, or First Nation officers, individuals who practice criminal law and/or directors, officers, or employees of the OPP. A retired officer may be on the MROPPDB if they were not a member of the served OPP Detachment and have been retired for more than 1 year.
 - a. To qualify for the Community Representative on the MROPPDB, applicants must be eligible to vote in their respective municipality and shall not be employees of their respective municipality.
2. A preferred Community Appointee should be a person demonstrating knowledge or experience in one or more of the following areas: finances, social services, education, governance, legal, health care or mental health.
3. Provincial Appointments to the OPP Detachment Board shall be made by the Provincial Government.

Term of Office:

1. The term of office for Council and Community Appointees on the MROPPDB shall be concurrent with the term of Council.
2. The term of office for Provincial Appointees on the OPP Detachment Board shall be as determined by the Provincial Government.

All MROPPDB Members' Requirements:

1. Board Members must have a police check completed within the last 12 months of attending their first appointed Board meeting. All Board Members must declare any new charges and convicted offenses to the Chairperson immediately.
2. Before attending their first meeting, all Board Member must complete the mandatory ministry on-line orientation. Any additional assigned training must be completed as directed by the Ministry. Failure to complete required training will lead to dismissal.
3. The Board elects a Chairperson and Vice-Chairperson at the first meeting each year. Members should attend all meetings and comply with the Code of Conduct (Reg 409/23).
4. The Board will employ a Secretary-Treasurer. This employee will complete the mandatory orientation required by the Ministry.

Attendance:

1. Should any Council Representative be unable to attend MROPPDB meetings for any period of time due to medical, emergency or other reasons, the respective municipal Council may appoint an alternate Council representative for the duration of the absence.



The alternate Council representative appointed shall comply with the prescribed standards with respect to the exercise of its powers and the performance of duties under the Act. The alternate Council representative's appointment shall terminate once the original appointed Council Representative is ready to resume their responsibilities.

2. Any Community Representative who is absent from three consecutive regular meetings without leave of absence or without satisfactory reason shall forthwith cease to be a member.

Resignation:

1. Any Council or Community Representatives wishing to resign shall provide their resignation in writing to the Chair (or Vice-Chair if the Chair is resigning) with a copy to the Secretary-Treasurer and shall notify the Clerk of their respective municipality so that a replacement may be appointed.
2. Any Provincial Representative wishing to resign shall provide their resignation in writing to the Chair with a copy to the Secretary-Treasurer and shall notify the Provincial appointments Secretariat so that a replacement may be appointed.

Vacancies:

1. Vacancies of Council and Community Representatives shall be filled at the discretion of the respective Municipal Council and within three (3) months of the vacancy occurring.
2. Vacancies of Provincial Representatives shall be filled at the discretion of the province.

Secretary-Treasurer:

The Secretary-Treasurer employed by the MROPPDB shall be responsible for all actions and financial undertakings of the OPP Detachment Board unless delegated otherwise by the MROPPDB in accordance with Section 42 of the CSPA.

The Secretary-Treasurer prepares the meeting agendas and minutes, the quarterly and year end financial reports, maintains the website, posts meeting dates, completes all financial transactions and prepares the annual year end report, drafts and updates all MROPPDB documents including policies and forms.

Remuneration:

1. The Council members of the MROPPDB are remunerated by their respective municipality for meeting preparation and attendance, conference attendance and travel.
2. The Secretary-Treasurer shall not receive an honorarium from the Board. Compensation for the Secretary-Treasurer shall be provided by their employing municipality. In recognition of these services, the municipality employing the Secretary-Treasurer shall receive an appropriate adjustment to its levy, as determined by the Board.



3. Any required travel by the Provincial Representative, the Community Representative and the Secretary-Treasurer will be remunerated at a rate of \$0.72 per km.

Structure:

1. In accordance with Section 36(1) of the CSPA, the Chair and Vice-Chair shall be elected annually at the first meeting of each year by a vote of the majority of the MROPPDB.
2. In the absence of the Chair at a meeting, the Vice-Chair shall Chair the meeting. In the absence of both the Chair and Vice-Chair at a meeting, an Acting Chair shall be elected at the beginning of the meeting for the duration of that meeting.

Procedure:

1. All applicable Federal, Provincial and Municipal legislation and regulations shall be adhered to.
2. The MROPPDB shall meet minimally four times per year.
3. Meetings are recorded by the Secretary-Treasurer.
4. Unless excluded by legislation, all OPP Detachment Board members eligible to vote, including the Chair, shall vote.
5. The MROPPDB may solicit, document and consider public input where appropriate.
6. All written recordings must include all resolutions, decisions and proceedings.
7. Meeting notices must be published at least seven days before each meeting and include access to the agenda and recordings.
8. Meetings may be closed if the purpose is education related.

Public Attendance and Delegations:

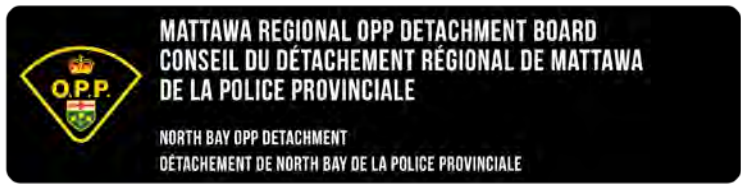
Members of the public are welcome to attend meetings of the Mattawa Regional Ontario Provincial Police Detachment Board as observers. Individuals or groups who wish to appear before the Board as a delegation or make a presentation must submit a written request to the Board Secretary at least **three (3) business days** prior to the scheduled meeting.

The request should clearly state:

- The name of the individual or group wishing to speak;
- The topic or issue to be addressed;
- Any specific action being requested of the Board (if applicable);
- Contact information for follow-up.

Approval of delegation requests is at the discretion of the Chair, who may limit the number and length of presentations to ensure the effective conduct of Board business. Delegations will generally be limited to a maximum of 10 minutes, unless otherwise approved by the Chair in advance.

The Board reserves the right to defer, decline, or limit presentations that fall outside its mandate or are considered inappropriate for the meeting setting.



Finances:

1. Each municipality must approve the MROPPDB annual budget.
2. The Secretary-Treasurer shall present a year-end financial report to the MROPPDB, which once approved by the Board, shall be forwarded to each of the Municipal Councils of the OPP policed communities comprised by the Board.

Quorum:

Quorum for meetings is set at 50%.

Accountability and Review:

These Terms of Reference establish a clear framework for the governance, responsibilities, and operations of the MROPPDB, ensuring alignment with the CSPA and the Ministry's strategic objectives. The Board will review these terms minimally bi-annually or when there is a change in responsibility.

Chairperson's Signature

Date

DRAFT



Policy: Donation & Sponsorship Policy

Date of Board Approval: 03/25/2025

Date of Next Review: 03/25/2030

1. Purpose:

This policy establishes guidelines for the consideration, approval, and administration of donation requests made to the Mattawa Regional OPP Detachment Board (the “Board”).

2. Scope:

This policy applies to:

- All requests for donations, sponsorships, or financial contributions.
- The administration of annual secondary school bursaries.

3. General Principles:

The Board shall:

- Ensure all donations are transparent, accountable, and consistent with its mandate.
- Consider available budget allocations prior to approving any donation.
- Ensure equitable and fair consideration of all requests.
- Avoid donations that may create conflict of interest, perceived bias, or reputational risk.

The Board:

- Is not obligated to approve all requests
- Reserves the right to decline applications at its discretion.

4. Eligibility for Donations

The Board may consider donation requests from:

- Registered non-profit organizations
- Educational institutions
- Community-based initiatives
- Youth programs
- Public safety or community well-being initiatives

The Board will not provide donations to:

- Individuals (except as provided under the Secondary School Bursary section of this policy)
- For-profit organizations
- Political parties or political campaigns
- Religious organizations or religious activities



5. Application Process:

1. All donation requests must be submitted in writing to the Board by email.
2. Requests must include:
 - Name and contact information of the organization
 - Description of the initiative or event
 - Amount requested
 - Explanation of how the initiative aligns with community safety or well-being
3. Requests will be considered at a regular Board meeting.
4. Approval requires a majority vote of the Board members present.
5. For Secondary School Bursaries:
 - a. The Board shall not participate in the individual student selection process, in keeping with its governance role.
 - b. In April of each year, a letter will be sent to each school outlining the bursary criteria and process.
 - c. By end of May each year, the school should confirm that a student has been selected and request the funds.
 - d. A cheque will be forwarded directly to each school prior to the annual graduation ceremony.
 - e. The award is to be titled the Mattawa Regional OPP Detachment Board Community Safety Bursary.
 - f. An Officer from the Detachment, will be asked to attend the ceremony at each school and award the bursary to each recipient. In the event that an Officer is not available, a Board member may be asked to complete this role.

6. Annual Budget allocation

Each year, the Board may allocate a specific amount within its approved budget for donations and bursaries. All approved contributions must fall within the allocated amount unless otherwise approved by formal Board resolution.

7. Secondary School Bursaries

7.1 Purpose

The Board is committed to supporting youth within the Mattawa region by providing annual bursaries to graduating secondary school students.

7.2 Eligible Schools

There are two secondary schools within the Mattawa region:

- F.J. McElligott Secondary School
- École secondaire catholique Élisabeth-Bruyère

7.3 Annual Contribution

Subject to annual budget approval:



- The Board shall provide one bursary in the amount of \$200.00 to each eligible secondary school
- The total annual bursary allocation shall be \$400.00

7.4 Selection Criteria and Administration

- Each secondary school shall be responsible for selecting the bursary recipient in accordance with its established award selection process.
- The bursary should be awarded to a graduating student who demonstrates:
 - Integrity and responsibility
 - Respect for others and inclusivity
 - Positive citizenship and community involvement
 - Leadership in promoting safety and well-being
 - Constructive conflict-resolution skills

8. Financial Accountability

The Board secretary or designate shall:

- Maintain a record of all donation requests and decisions;
- Ensure all approved contributions are properly documented;
- Report annually to the Board regarding donations and bursary disbursements.

9. Policy Review

This policy shall be reviewed every five (5) years or as necessary in alignment with the Board's strategic planning cycle, to incorporate feedback and evolving best practices.

10. Approval

This policy is approved by resolution of the Mattawa Regional OPP Detachment Board and may be amended by majority vote at any official meeting of the Board.

Board Chair Signature

Date



Policy: Accessibility Policy	
Date of Board Approval: 03/25/2025	Date of Next Review: 03/25/2030

1. Policy Statement:

The Mattawa Regional OPP Detachment Board (the “Board”) is committed to fulfilling its obligations under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) and Ontario Regulation 191/11.

The Board shall meet the accessibility requirements applicable to its as public sector body and shall ensure that persons with disabilities are provided with accessible access to Board meetings, information, and services, where required by law.

2. Scope:

This policy applies to:

- Board members;
- Any employees or administrative support staff of the Board;
- Members of the public accessing Board services or meetings.

This policy applies only to the governance functions of the Board and does not direct operational policing matters.

3. Accessible Customer Service:

In accordance with the AODA Customer Service Standard, the Board shall:

- Provide its services in a manner that respects the dignity and independence of persons with disabilities.
- Permit the use of assistive devices, service animals, and support persons, unless otherwise prohibited by law.
- Provide notice of temporary disruptions to services or facilities, where applicable.

4. Information and Communications:

The Board shall:

- Provide publicly available information in an accessible format upon request and in accordance with the timelines set out in regulation.
- Provide communication supports upon request, taking into account the person's accessibility needs.
- Consult with the person making the request in determining the suitability of an accessible format or communication support.



5. Accessible Meetings:

The Board shall:

- Hold meetings in accessible locations where reasonably available.
- Include a statement on public notices advising that accommodation is available upon request.

Commented [VW1]: I could put a clause at the bottom of our agenda footer stating such as well as on our website in the “next meeting” section?

6. Training

The Board shall:

- Ensure that Board members and any employees receive training as required under the AODA and the Ontario Human Rights Code as it relates to persons with disabilities.
- Maintain a record of training provided.

Commented [VW2]: Have any Board members received this training in that mandatory training they were to complete? If not, am I to source such training for Board members and myself?

7. Feedback

The Board shall maintain a process for receiving and responding to feedback regarding accessibility. Feedback may be provided in person, by telephone, in writing, or electronically.

8. Multi-Year Accessibility Plan

Where required under Ontario Regulation 191/11, the Board shall:

- Establish and maintain a multi-year accessibility plan attached hereto as “Schedule A”
- Review and update the plan at least once every five (5) years.
- Provide the plan in an accessible format upon request

9. Policy Review

This policy shall be reviewed every five (5) years or as necessary in alignment with the Board's strategic planning cycle, to incorporate feedback and evolving best practices.

10. Approval

This policy is approved by resolution of the Mattawa Regional OPP Detachment Board and may be amended by majority vote at any official meeting of the Board.

Board Chair Signature

Date



MULTI-YEAR ACCESSIBILITY PLAN 2026-2031

Schedule "A" to Accessibility Policy

1. Statement of Commitment

The Mattawa Regional OPP Detachment Board (the "Board") is committed to meeting its obligations under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) and Ontario Regulation 191/11.

This Multi-Year Accessibility Plan outlines the Board's strategy to prevent and remove barriers to accessibility in its governance functions.

2. Scope

This Plan applies to the governance functions of the Board only and does not apply to operational policing matters delivered by the Ontario Provincial Police.

3. Accessibility Initiatives (2026-2031)

The Board will undertake the following actions during the term of this Plan:

A. Accessibility Policies

- Maintain a written Accessibility Policy.
- Make the policy available to the public upon request and in accessible format where required.

B. Training

- Ensure all Board members complete accessibility training as required under the AODA and the Ontario Human Rights Code.
- Maintain a record of training completion.

C. Accessible Information and Communication

- Provide publicly available documents in accessible formats upon request and in accordance with legislative requirements.
- Consult with the individual making the request to determine appropriate communication supports.

D. Accessible Meetings

- Hold meetings in accessible locations where reasonably available.
- Include a notice on meeting agendas or public notices indicating that accommodations are available upon request.

E. Feedback

- Maintain a process for receiving and responding to feedback regarding accessibility.
- Provide accessible formats of the feedback process upon request.

4. Review and Update

This Plan will be reviewed and updated at least once every five (5) years, or earlier if legislative changes require amendments.



Policy: Role of the Board in Community Safety and Well-Being

Date of Board Approval: 03/25/2026

Date of Next Review: 03/25/2031

1. Purpose:

The purpose of this policy is to define the role of the Mattawa Regional OPP Detachment Board (“the Board”) in supporting community safety and well-being across the detachment area served by the Ontario Provincial Police, which includes the Municipality of Calvin, the Municipality of Mattawan, the Town of Mattawa, and the Township of Papineau-Cameron.

2. Guiding Principles:

The Board’s role in community safety and well-being shall be guided by the following principles:

- Community safety and well-being is a shared responsibility involving multiple sectors and partners;
- The Board provides governance and oversight, not operational direction or program delivery;
- The operational independence of the Ontario Provincial Police is respected at all times; and
- The Board considers community safety and well-being from a regional and community-wide perspective across all participating municipalities.

3. Role of the Board:

The Board supports community safety and well-being through governance, oversight, and collaboration, in a manner that is informed by *The Mattawa & Area Community Safety Well-Being Plan*.

3.1 Strategic Alignment

The Board shall:

- Consider community safety and well-being risks and priorities identified in *The Mattawa & Area Community Safety Well-Being Plan* when carrying out its responsibilities related to policing services;
- Support alignment between policing priorities and the community safety and well-being objectives outlined in *The Mattawa & Area Community Safety Well-Being Plan*; and
- Encourage approaches that emphasize prevention, early intervention, and risk reduction where appropriate.



3.2 Oversight and Monitoring

The Board shall:

- Receive and review information related to policing activities that affect community safety and well-being across the detachment area;
- Monitor trends, patterns, and systemic issues relevant to the priorities identified in *The Mattawa & Area Community Safety Well-Being Plan*; and
- Raise community-level or regional concerns with the Detachment Commander, as appropriate.

Oversight activities shall focus on aggregate, trend-based, or systemic information, and shall not involve individual cases or operational decisions.

3.3 Collaboration and Partnerships

The Board shall:

- Support collaborative relationships between the Ontario Provincial Police and community safety and well-being partners involved in the implementation of *The Mattawa & Area Community Safety Well-Being Plan*;
- Participate, where appropriate, in community safety and well-being planning or advisory processes related to the shared plan; and
- Encourage coordinated, multi-sector responses to community safety and well-being risks that extend beyond the scope of policing alone.

3.4 Community Engagement and Accountability

The Board shall:

- Consider perspectives and concerns related to community safety and well-being from across all participating municipalities;
- Support opportunities for community input related to policing priorities as they relate to the shared community safety and well-being objectives; and
- Promote public understanding of the Board's role and the shared responsibility for community safety and well-being as reflected in *The Mattawa & Area Community Safety Well-Being Plan*.

4. Limitations of the Board's Role:

In fulfilling its role related to community safety and well-being, the Board shall not:

- Direct or influence police operations, investigations, or enforcement decisions;
- Become involved in individual incidents, complaints, or calls for service;
- Access, receive, or manage confidential or personally identifiable information related to community safety and well-being interventions; or
- Assume responsibility for the delivery, coordination, or administration of *The Mattawa & Area Community Safety Well-Being Plan* or its initiatives.



5. Relationship with the Ontario Provincial Police:

The Board’s role in community safety and well-being shall be carried out in a manner that:

- Respects the operational independence of the Detachment Commander and members of the Ontario Provincial Police; and
- Supports constructive, professional dialogue focused on community-level and regional safety and well-being priorities identified in *The Mattawa & Area Community Safety Well-Being Plan*.

6. Review:

This policy shall be reviewed by the Board every 5 years or as required to ensure continued alignment with legislative requirements and the priorities identified in *The Mattawa & Area Community Safety Well-Being Plan*.

Board Chair Signature

Date

DRAFT



Friday update: new board resources + Zone 2 election results

2 messages

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

Fri, Jan 30, 2026 at 10:11 AM

Reply-To: OAPSB Training and Communications Team <reply-6vw31017@ontarioassociationofpolicervicesboards.growthzoneapp.com>

To: mroppdb@gmail.com

Hello everyone,

If winter has taught us anything this week, it's that planning ahead matters, especially when conditions change quickly. Governance is no different.

Before we all mentally clock out and look toward the weekend, we wanted to share a few timely updates for OAPSB members.

New resources now available in Members Portal Resources

Two new practical tools have just been posted to the Members Portal, designed to support boards through transition periods that often feel harder than they need to be:

- **Board Orientation Checklist**

A clear, step-by-step tool to support onboarding of new members and reinforce consistency, continuity, and role clarity.

- **Election Year Transition Guide**

A focused resource to help boards prepare for and navigate election-year change, including member turnover, continuity planning, and early governance priorities.

Both are intended to reduce uncertainty and help boards stay grounded in their governance role, even when the environment shifts. Both have been marked by a "New" notice after the title to make it easier to find and they are both in the area "Reports & Information for All Boards"

Zone 2 election results

Thank you to all members in Zone 2 who participated in the recent election for a seat on the OAPSB Board of Directors.

We are pleased to announce that Michael (Mike) Tarnowski, Russell County OPP Detachment Board has been elected as the Zone 2 representative.

Here is a little bit about Michael:

Mike Tarnowski is the Mayor of Russell Township and a Councillor for the United Counties of Prescott and Russell. He brings over 25 years of leadership experience across the public, private, and education sectors, with a strong focus on strategic planning, fiscal accountability, and community well-being.

Michael holds an MBA from the University of Guelph's School of Management and Economics and previously served as a professor and Academic Chair at Algonquin College's School of Business & Hospitality. He currently serves on several regional boards, including the Eastern Ontario Health Unit, South Nation Conservation Authority, the Russell Police Services Board (as Chair), and the Prescott-Russell Residence.

Fluent in English, French, and Polish, Mike is known for his collaborative leadership style and commitment to transparent, balanced, and future-focused decision-making.

We appreciate the engagement shown throughout this process and the willingness of members to step forward to serve at the provincial level.

As always, if you have questions about these resources or would like support applying them locally, please do not hesitate to reach out.



Governance work doesn't stop when the weather turns, but it does help to know someone's on the trail with you. This season, we're aiming to be the St. Bernard of police governance, steady, practical, and ready when boards hit deep snow or uncertain ground.

Wishing you a safe, warm, and well-earned weekend.

Next quick steps for you

-

Drop in the candidate bio.

-

Confirm where the two resources live in the portal (no links needed if that's your usual practice).

-

Send before lunch to catch the "Friday focus window."

If you want, paste the candidate bio here and I'll tighten it so it reads polished, balanced, and board-appropriate without sounding like a campaign flyer.

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.

Mattawa Regional OPP Detachment Board <mroppdb@gmail.com>

Mon, Feb 2, 2026 at 9:12 AM

To: Teresa Taillefer <Teresa.Taillefer@gmail.com>, Shelley Belanger <Shelley_belanger@outlook.com>, Councillor Dean Grant <Councillor.Grant@calvintownship.ca>, Bruce Ross <brucross16@gmail.com>, bevbelle@bellnet.ca

Venessa Wilson
Secretary-Treasurer
Mattawa Regional OPP Detachment Board



[Quoted text hidden]

Election-Year Board Transition & Continuity Guide

1. Purpose and Context

Municipal election years represent one of the most significant transition points in the life of a police governance board. Changes in municipal councils, mayoral appointments, and community member and provincial appointee terms can result in substantial turnover within a short period of time. Without deliberate planning, these transitions can disrupt board continuity, delay statutory compliance, and weaken governance oversight at a time when stability is critical.

This guide has been developed to support municipal police service boards and OPP detachment boards in managing governance transitions in a structured, proactive, and legally compliant manner. It is intended to assist boards, board administrators, municipal staff, and board leadership in preparing for changes in board composition, maintaining institutional knowledge, and ensuring that new members are positioned to fulfill their statutory duties as quickly and effectively as possible.

The objectives of this guide are to:

- Promote continuity of governance through periods of board turnover
- Support compliance with appointment, oath, and mandatory training requirements under the Community Safety and Policing Act
- Reduce operational and governance risk during election-year transitions
- Clarify roles and responsibilities during appointment and onboarding periods
- Encourage consistent practices across municipal and OPP detachment boards

Election-year transitions are not simply administrative events. They directly affect a board's ability to provide effective oversight, meet legislative obligations, and maintain constructive working relationships with police leadership and municipal partners. Proactive transition planning helps protect the integrity of board decision-making, preserves institutional knowledge, and supports the long-term effectiveness of police governance.

This guide is designed to be practical and flexible. It may be used as a planning reference in advance of an election, as a transition roadmap following appointments, or as a companion document to board orientation and onboarding resources. While many of the principles apply to all police service boards, specific considerations for municipal boards and OPP detachment boards are noted where relevant.

2. Understanding Board Transitions in an Election Year

Municipal election cycles create a unique transition environment for police service boards and OPP detachment boards. Unlike many public bodies, board composition is directly influenced by changes in municipal councils, mayoral appointments, community member terms, and provincial appointment processes. As a result, election years often produce multiple, overlapping changes in board membership within a short period of time.

Board turnover during an election year may occur for several reasons, including:

- Changes in municipal council membership resulting in new council representatives on the board
- New or returning mayors exercising appointment authorities
- Expiry of community member terms tied to the municipal election cycle
- Provincial appointments ending or being renewed through separate appointment processes
- Resignations or role changes associated with new council responsibilities

The pace and scale of these changes can vary significantly between boards. Some boards may experience only one or two appointments, while others may see a majority of members change within the same transition period. In either case, even limited turnover can affect quorum, committee continuity, leadership roles, and the board's collective understanding of its statutory responsibilities.

Some boards, particularly OPP detachment boards, include members appointed by more than one authority. Municipal council appointees and community representatives are appointed for terms that do not exceed the term of the council that appointed them and are therefore typically aligned with the municipal election cycle. Provincial appointees serve terms as set out in their provincial appointment instruments. While provincial appointments are often coordinated with municipal terms in practice, differences in recruitment and appointment timing can result in appointments being sequenced differently during a transition period. These timing differences do not change the underlying transition pressures created by the municipal election cycle, but they may affect the planning and coordination of onboarding activities.

Regardless of board type, unmanaged election-year transitions can introduce a number of governance risks, including:

- Temporary loss of quorum or committee capacity
- Delays in confirming appointments or administering oaths of office
- Incomplete or delayed mandatory training
- Loss of institutional knowledge and historical context
- Disruption to strategic planning, local action planning and performance oversight
- Unclear roles and responsibilities during leadership changes

Understanding the sources and patterns of election-year turnover is the first step in building an effective transition plan. Boards that anticipate these changes and prepare in advance are better positioned to maintain governance continuity, meet statutory obligations, and support effective oversight during periods of change.

3. Election-Year Transition Timeline Framework

Effective governance transitions begin well before election day and continue through the first several months following new appointments. Boards that approach election-year transitions as a structured, phased process are better positioned to maintain continuity, meet statutory obligations, and support effective oversight throughout periods of change.

This framework outlines a recommended transition approach organized into three phases:

- Pre-Election Planning
- Election Period
- Post-Election and Appointment Window (First 90 Days)

While the timing and scale of transitions will vary between boards, these phases provide a practical roadmap for anticipating change, coordinating appointments and re-appointments, and supporting new and returning members as they assume their governance responsibilities.

Phase 1: Pre-Election Planning

(Six to twelve months before the municipal election)

Pre-election planning is the most important phase of the transition process. Early preparation allows boards and administrators to anticipate turnover, identify statutory obligations, and reduce the risk of disruption once election results are known.

Key planning activities during this phase may include:

Assessing anticipated board turnover

- Reviewing the expiry dates of all board member terms
- Identifying council appointees and community members whose terms will end with the municipal election
- Flagging provincial appointee terms that may expire at or near the transition period
- Assessing potential leadership changes, including the chair and vice chair

Assessing re-appointment and extension requirements

- Identifying community representatives and provincial appointees whose terms will expire at or near the end of the election cycle
- Confirming eligibility for re-appointment in accordance with statutory, municipal, and board requirements
- Reviewing any applicable term limits, re-appointment restrictions, or board by-laws affecting renewals

- Identifying members whose continued service may be critical to board continuity during the transition period

Confirming statutory and policy requirements

- Reviewing appointment, re-appointment, and term provisions under the Community Safety and Policing Act and Ontario Regulation 135/24
- Confirming local board by-laws or municipal appointment policies that affect transition timing
- Identifying mandatory oath and training requirements that will be triggered by new or returning appointments

Planning for continuity of governance

- Identifying committees or leadership roles likely to be affected by turnover
- Reviewing upcoming board decisions, strategic planning cycles, and performance oversight activities that may overlap with the transition period
- Considering whether key decisions should be advanced, deferred, or documented for continuity

Preparing transition documentation and schedules

- Updating board composition and term tracking records
- Preparing draft onboarding schedules and training plans for potential new and returning members
- Identifying briefing materials and institutional knowledge resources that will be required for incoming members
- Preparing draft advisory or notification letters for members whose terms are expiring

Early planning during this phase helps boards avoid compressed timelines following the election, supports continuity of leadership, and reduces the risk of unintended vacancies or compliance gaps.

Phase 2: Election Period

(From nomination period through election day and council inauguration)

The election period introduces uncertainty and compressed timelines. During this phase, boards and administrators should focus on readiness, coordination, and communication while respecting municipal and provincial appointment processes.

Key considerations during this phase may include:

Monitoring appointment authorities and timelines

- Tracking municipal council election results and anticipated council composition
- Confirming timelines for mayoral and council appointments to the board
- Monitoring provincial appointment and re-appointment processes where applicable

Coordinating re-appointment and extension processes

- Confirming which expiring members have expressed interest in re-appointment
- Preparing re-appointment packages, background materials, and draft resolutions for the incoming council where required
- Coordinating with provincial appointment offices regarding anticipated re-appointments and processing timelines
- Issuing advisory letters to expiring members outlining term end dates, interim service expectations, and re-appointment timelines
- Identifying circumstances where interim extensions or continuation notices may be required to maintain quorum or committee capacity

Maintaining board operations and quorum

- Confirming quorum and committee capacity for meetings held during the transition period
- Adjusting committee assignments or meeting schedules if required
- Ensuring continuity of board decision-making and oversight activities

Preparing for post-election onboarding

- Finalizing draft onboarding schedules and training registrations
- Preparing oath administration arrangements and documentation
- Coordinating with municipal clerks, provincial appointment offices, and training providers

Managing communications and expectations

- Providing clear information to incoming council representatives regarding board roles and statutory obligations
- Coordinating messaging between outgoing and incoming board leadership where appropriate
- Ensuring police service leadership is informed of anticipated transition timing and impacts

During this phase, boards should focus on readiness rather than execution, recognizing that formal onboarding and re-appointment activities can only be completed once appointment authorities are formally constituted.

Phase 3: Post-Election and Appointment Window

(First 90 days following appointments)

The first 90 days following board appointments are critical to establishing effective governance, ensuring statutory compliance, and supporting both new and returning members in assuming their roles.

Key transition activities during this phase may include:

Confirming appointments and administering oaths

- Verifying appointment and re-appointment instruments and term start dates
- Administering oaths of office in accordance with statutory requirements
- Recording appointments, re-appointments, oaths, and term dates in board records

Confirming board membership records and reporting to Police Governance Ontario

Preparing a complete and current list of all board members following appointments and re-appointments, including names, appointment authorities, term start and end dates, and board positions held (chair, vice chair, committee leadership)

- Confirming accurate contact information for all members and board administrators
- Submitting updated board membership and leadership information to OAPSB/Police Governance Ontario in accordance with reporting and sector coordination requirements
- Providing timely updates to OAPSB/Police Governance Ontario when changes occur to board composition or leadership during the transition period, in addition to any other time changes occur
- Timely and accurate reporting of board composition supports sector coordination, training registration, communications, compliance monitoring, and effective engagement with police service boards across the province.

Finalizing re-appointments and managing term continuity

- Confirming re-appointments of community representatives and provincial appointees
- Issuing formal re-appointment or continuation letters and updating term records accordingly
- Administering new oaths of office where required following re-appointment
- Confirming leadership eligibility and committee assignments for re-appointed members

Managing interim extensions and transition overlaps

- Tracking interim extensions granted to maintain quorum or leadership continuity
- Confirming end dates for extension periods and replacement or renewal timelines
- Ensuring extended service complies with statutory and municipal requirements

- Communicating sequencing and transition status clearly to board leadership and police service leadership

Completing mandatory training and onboarding

- Registering new and returning members in required training programs
- Tracking completion of mandatory training within prescribed timelines
- Providing orientation materials and governance briefings

Establishing board leadership and committee structures

- Electing or appointing the chair and vice chair in accordance with board procedures
- Confirming committee memberships and leadership roles
- Updating signing authorities and delegation instruments as required

Supporting governance continuity

- Providing briefings on active matters, strategic priorities, and performance oversight responsibilities
- Reviewing ongoing investigations, discipline matters, or inspection-related activities where appropriate
- Confirming upcoming board decisions and planning cycles

Monitoring compliance and transition gaps

- Tracking completion of oaths and training requirements
- Monitoring quorum, committee capacity, and meeting attendance
- Addressing gaps in onboarding, documentation, or appointments promptly

Boards that actively manage this early transition period are better positioned to establish stable governance relationships, preserve institutional knowledge, and meet their statutory obligations without unnecessary delay.

4. Roles and Responsibilities During Board Transitions

Effective election-year transitions depend on clear roles, coordinated actions, and shared accountability among appointment authorities, board leadership, administrators, and supporting organizations. While statutory appointment powers rest with municipal councils, mayors, and the provincial government, boards retain discretion through their by-laws, policies, and local practices to assign administrative and governance responsibilities during transition periods.

This section outlines roles and responsibilities that are commonly associated with board transitions. Specific duties and accountabilities may vary based on local by-laws, municipal policies, board procedures, and administrative arrangements.

Board Administrator

The board administrator typically plays a central coordinating role throughout the transition process and is often the primary point of continuity during periods of board turnover.

Responsibilities commonly associated with this role may include:

- Maintaining records of board composition, term dates, appointments, and re-appointments
- Tracking upcoming term expiries and advising board leadership of anticipated vacancies or re-appointment requirements
- Coordinating advisory letters, extension notices, and appointment documentation in accordance with local practice
- Liaising with municipal clerks, provincial appointment offices, and Police Governance Ontario regarding appointments and reporting processes
- Coordinating oath administration and maintaining records of oaths and term start dates
- Registering members for mandatory training and tracking completion
- Preparing orientation materials, briefing packages, and transition schedules
- Ensuring submission of updated board membership and leadership information to OAPSB/Police Governance Ontario

Depending on the board's administrative structure, some of these responsibilities may be shared with municipal administration or assigned to other designated staff.

Board Chair and Vice Chair

Board leadership provides governance oversight and strategic direction during transition periods and supports continuity of board operations.

Responsibilities commonly associated with board leadership may include:

- Working with the administrator to assess transition gaps and continuity needs
- Supporting succession planning for board leadership and committee roles
- Communicating with outgoing and incoming members regarding governance expectations and timelines
- Participating in orientation briefings and early governance discussions
- Supporting committee continuity and quorum during periods of turnover
- Maintaining effective working relationships with police service leadership during periods of change

Where leadership roles change following the election, outgoing chairs and vice chairs may also support informal knowledge transfer and briefing activities.

Board Members (Outgoing, Continuing, and Re-appointed)

Outgoing, continuing, and re-appointed members play an important role in preserving institutional knowledge and supporting orderly transitions.

Responsibilities may include:

- Advising the administrator or appointing authority of intent to seek re-appointment where applicable
- Participating in transition briefings or handover discussions as requested
- Supporting continuity of committee work and governance oversight until successors are appointed
- Returning board materials and records in accordance with board procedures

Re-appointed members may also assist with mentoring or orientation activities for new members.

Municipal Clerk and Municipal Administration

Municipal clerks and municipal administration typically support appointment processes and coordinate municipal participation in board transitions.

Responsibilities may include:

- Coordinating council and mayoral appointments to the board following the municipal election
- Managing municipal recruitment and selection processes for community representatives
- Preparing appointment resolutions, appointment instruments, and term documentation
- Coordinating re-appointment processes and interim extensions where applicable
- Supporting oath administration and official record keeping
- Advising the board and administrator of council timelines and committee structures that may affect transition sequencing

The scope of municipal involvement may vary depending on local administrative arrangements.

Municipal Council and Mayor

Municipal councils and mayors exercise statutory appointment authorities and determine board composition following the election.

Responsibilities may include:

- Appointing council representatives and community members to the board in accordance with statutory and municipal requirements
- Confirming re-appointments of eligible members where appropriate
- Approving interim extensions where permitted to maintain quorum or continuity
- Designating board leadership where required by statute or municipal policy

Provincial Appointment Authorities

Where provincial appointees are involved, provincial appointment offices coordinate recruitment and appointment processes.

Responsibilities may include:

- Managing recruitment, screening, and appointment processes for provincial appointees
- Coordinating re-appointments and term renewals
- Issuing appointment and re-appointment instruments
- Advising boards and administrators of appointment timelines and processing requirements

Police Service Leadership

Police service leadership supports governance continuity by maintaining operational stability and participating in onboarding and briefing activities where appropriate.

Responsibilities may include:

- Providing briefings to new and returning board members on organizational priorities, performance measures, and active matters
- Supporting orientation sessions and governance education
- Advising the board of operational issues that may be affected by transition timing
- Maintaining effective working relationships with new board leadership

OAPSB/Police Governance Ontario

OAPSB/Police Governance Ontario supports sector coordination and provides guidance and resources related to board transitions.

Responsibilities may include:

- Receiving and maintaining current records of board and zone composition and leadership
- Supporting training registration, communications, and engagement activities
- Providing guidance and transition resources to boards and administrators
- Facilitating sector coordination and knowledge sharing during election cycles

Clear understanding of roles and responsibilities supports effective coordination, reduces delays, and helps boards meet their statutory and governance obligations throughout the transition process.

5. Statutory Compliance, Records, and Governance Transparency During Board Transitions

Election-year transitions present a heightened risk for gaps in records, inconsistent practices, and loss of governance continuity. In addition to meeting statutory appointment and training requirements, boards are expected to maintain accurate records, transparent governance processes, and clear documentation that supports public accountability and effective oversight.

This section highlights key statutory reference points and practical governance practices that support compliance, transparency, and good governance during board transitions. It is intended to assist boards in establishing consistent foundational practices before moving into more advanced governance and risk management frameworks.

Boards should apply this guidance in conjunction with the Community Safety and Policing Act, Ontario Regulation 135/24, and any applicable local by-laws and municipal policies.

Board Composition, Appointments, and Term Records

(Community Safety and Policing Act, Part V; Ontario Regulation 135/24, sections respecting board composition and terms)

Boards are expected to maintain complete, current, and accurate records of board membership throughout the transition period.

Good governance practice includes maintaining:

- A current board roster showing all members, appointment authorities, and term start and end dates
- Clear identification of leadership roles, including chair, vice chair, and committee leadership
- Copies of appointment and re-appointment instruments or council resolutions
- Records of interim extensions or continuation arrangements where applicable

Example practices

- Maintaining a board composition register that is reviewed before and after the municipal election
- Using a standardized roster format that includes contact information, appointment source, and leadership roles
- Updating the roster immediately following appointments and providing a copy to Police Governance Ontario

Accurate board composition records support quorum management, training registration, public transparency, and inspection readiness.

Oaths of Office and Eligibility Records

(Community Safety and Policing Act, oath provisions; Ontario Regulation 135/24, eligibility and appointment provisions)

Boards must ensure that all new and re-appointed members take the prescribed oath of office before participating in board business.

Good governance practice includes maintaining:

- A register of oaths of office showing the date administered and the person authorized to administer the oath
- Copies of signed oath documents retained in board records
- Clear notation of term commencement dates linked to oath administration

Example practices

- Maintaining an “Oath and Term Register” as part of the board’s permanent governance records
- Verifying that no member participates in meetings or votes prior to completing the oath
- Including oath completion as a standard item on post-appointment transition checklists

Mandatory Training and Orientation Records

(Ontario Regulation 135/24, mandatory training provisions)

Board members are subject to mandatory training requirements and orientation expectations following appointment and re-appointment.

Good governance practice includes maintaining:

- A training register showing mandatory training requirements and completion dates for each member
- Copies or confirmations of training completion certificates
- Orientation and onboarding schedules for new and returning members

Example practices

- Tracking mandatory training centrally and reviewing completion status before confirming committee or leadership assignments
- Coordinating training registration through Police Governance Ontario and maintaining consistent records
- Using the PGO Board Member Orientation Checklist to support structured onboarding

Boards may wish to reference the Police Governance Ontario orientation and onboarding resources to support consistent and timely training practices.

Board Leadership, Committees, and Delegations

(Community Safety and Policing Act and Ontario Regulation 135/24, leadership and governance provisions)

Changes in board composition often require updates to leadership roles, committee structures, and signing authorities.

Good governance practice includes maintaining:

- Current records of chair and vice chair appointments or elections
- Updated committee membership lists and terms of reference
- Updated signing authorities and delegation instruments

Example practices

- Reconfirming leadership roles at the first meeting following new appointments
- Maintaining a leadership and committee register as part of the board's governance records
- Notifying Police Governance Ontario of changes to board leadership to support sector coordination and communications

Governance Transparency and Public Records

Election-year transitions present an increased risk of inconsistent public records and outdated governance information.

Good governance practice includes maintaining:

- Current board membership information on the board’s public website or municipal website
- Accurate posting of board meeting schedules, agendas, and minutes
- Clear public identification of board leadership and committee structures
- Clear direction for the public on complaints processes and links to the Ministry and Inspectorate of Policing sites.

Example practices

- Updating public board membership information immediately following appointments and re-appointments
- Reviewing website and public records as part of the post-election transition process
- Ensuring consistency between municipal, board, and OAPSB/Police Governance Ontario records

Board Skills, Experience, and Composition Planning

(Best practice governance guidance)

Election-year transitions provide an important opportunity to review board composition and governance capacity.

Good governance practice includes maintaining:

- A board skills and experience matrix identifying collective competencies and gaps
- Records of member experience relevant to governance, finance, human resources, community engagement, and policing oversight
- Succession planning considerations for leadership and committee roles

Example practices

- Using a simple board skills matrix to support appointment and re-appointment discussions
- Reviewing skills and experience when recommending community member re-appointments
- Referring to Police Governance Ontario board evaluation and governance assessment tools, where available, to support continuous improvement

OPP Detachment Board Considerations

While statutory compliance and governance transparency expectations apply to all boards, certain practices may require additional coordination for OPP detachment boards.

OPP detachment boards may need to:

- Coordinate board composition records across multiple municipalities
- Confirm consistency of records between participating municipalities and provincial appointment offices
- Ensure quorum and committee capacity across staggered municipal appointment timelines

Municipal police service boards may focus primarily on coordination with municipal clerks and council appointment processes.

Strong foundational records and transparent governance practices are essential to effective board transitions. Consistent documentation supports statutory compliance, inspection readiness, public accountability, and the long-term effectiveness of police governance.

6. Additional Resources and Next Steps

Election-year transitions represent an important opportunity to strengthen board governance practices, improve consistency, and reinforce statutory compliance. While this guide focuses on the core transition phases, roles, and foundational governance controls, effective board transitions are supported by a broader set of tools, templates, and guidance resources.

OAPSB/Police Governance Ontario maintains a growing library of governance resources designed to support boards at different stages of development and capacity. Boards are encouraged to refer to these resources as part of their transition planning, onboarding, and ongoing governance practices.

Available and forthcoming resources may include:

- Board Member Orientation Checklist and onboarding guidance
- Board evaluation tools and governance self-assessment checklists
- Mandatory training guidance and tracking tools
- Board governance templates and sample registers
- Election-year transition tools and administrative checklists

Boards are encouraged to:

- Review available OAPSB/Police Governance Ontario resources before and after election-year transitions
- Use standardized tools and templates to support consistent governance practices
- Contact OAPSB/Police Governance Ontario for guidance, clarification, or transition support as needed

Governance transition practices evolve as boards gain experience and capacity. This guide is intended to provide a practical foundation to support boards in meeting statutory obligations, maintaining transparency, and strengthening governance effectiveness during election-year transitions.



Ontario
Association of
Police Services
Boards

HAPPY HOLIDAYS

& A HAPPY NEW YEAR

Warmest wishes for 2026

Ontario Association of Police Services Boards

As we approach the end of 2025, the Ontario Association of Police Service Boards extends warm holiday wishes to you and your loved ones. This season gives us a moment to pause, reflect on the progress made across our sector, and recognize the commitment each board member, administrator, chief, and partner brings to police governance in Ontario.

This year has been one of transition and growth for all of us. Boards continued to adapt to the Community Safety and Policing Act, new expectations took deeper root, and the focus on effective governance became even more important. We are grateful for your leadership, your willingness to learn, and your dedication to serving Ontario communities with integrity and care.

As we look toward 2026 and our evolution into Police Governance Ontario, we remain focused on expanding practical tools, enhancing member supports, and strengthening the foundation for consistent and confident governance across the province.

We also want to share an important development from the Inspectorate of Policing. This week, the Inspector General of Policing began publicly releasing Decisions and Findings Reports under the Community Safety and Policing Act. This marks a significant milestone for oversight in Ontario. These Decisions include findings related to board member conduct and determinations about adequate and effective policing. They will be published on an ongoing basis and will help boards and police services better understand compliance expectations, strengthen performance, and support continuous improvement across the sector.

You can read the full update here: <https://www.iopontario.ca/en/about-us/news-media/ontarios-inspector-general-policing-releases-first-oversight-decisions>

For more detail, please refer to the issued memorandum from the Inspector General. You can always check our website for updates as well.

As you move into the **holiday season**, we hope you find rest, connection, and moments of joy. Thank you for your continued service and partnership. We look forward to the year ahead and all that we will accomplish together.

Warmest wishes,
Ontario Association of Police Service Boards

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.

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Ontario's Inspector General of Policing Releases First Oversight Decisions, Addressing Non-Compliance and Commending Strong Performance

Wed, 12/17/2025 - 12:00

Share



Decisions and Findings Reports made public for the first time under the Community Safety and Policing Act

Toronto, ON (December 17, 2025) – Today, Ontario's Inspector General of Policing, Ryan Teschner, published his first Decisions under the Community Safety and Policing Act (CSPA), making public the outcomes of completed investigations and marking a significant milestone in the province's policing oversight system.

These Decisions confirm where policing standards are being met and set out directions where they are not. They are the next step in operationalizing the Inspector General's mandate to ensure compliance with policing laws and improve the performance of the province's policing system, while enhancing transparency in how police services and police service boards are held to account.

The Decisions and Findings Reports result from investigations based on public complaints made to the Inspector General of Policing. Investigations examine

two core areas: (1) the conduct and accountability of police service board members and, (2) the delivery of policing, including whether police services are providing adequate and effective policing, complying with the law, and following policies or procedures set by police service boards, the Minister, or Chiefs of Police.

The first group of Inspector General Decisions include the following findings:

- **Non-Compliance and Direction Issued:** The Inspector General found that the Peel Regional Police Service failed to comply with the CSPA in relation to the use of the PepperBall system and issued a formal direction requiring the Service to stop carrying or using the PepperBall system until provincially prescribed training is established and completed.
- **Misconduct and Confidentiality Breach:** The Inspector General found that a board member of the Gananoque Police Service Board committed misconduct by disclosing confidential information about policing operations, violating confidentiality and board member conduct requirements under the CSPA. The decision emphasized that information obtained as a board member cannot be disclosed regardless of other municipal roles a board member may hold, and that confidentiality is essential to maintain trust and enable effective police governance. No additional measures were imposed because the board member had already been subject to a direction restricting his board duties during the investigation.
- **Adequate and Effective Policing:** The Inspector General found that the Waterloo Regional Police Service was in compliance with policing requirements under the CSPA and commended the Service for effective enforcement of cannabis laws. The decision noted the Service exceeded standards by using best practices such as engaging external partners, obtaining judicial authorizations, and maintaining communication with the complainant.
- **Police Service Board Member Conduct:** The Deputy Inspector General found that two Toronto Police Service Board members did not commit misconduct after making public statements about a police interaction at a

local protest. The investigation determined their actions were in compliance with requirements under the CSPA, as they affirmed Charter rights, sought staff advice, and did not interfere with police operations. The decision also highlighted the “two hats” challenge faced by municipal councillors who also serve as police board members, emphasizing the need for caution when making public statements to maintain public trust and recommending verifying wording or issuing separate statements in the future.

“Transparency is the foundation of trust,” said Inspector General Teschner. “By sharing these reports and decisions openly, I aim to make oversight visible, recognizing the work that is being done well and in compliance with the law, while also identifying opportunities for improvement. This benefits everyone—police services, police boards, and the communities they serve—by reinforcing trust and demonstrating that oversight is fair, evidence-based, and focused on strengthening policing across Ontario.”

Decisions and Findings Reports will be published on a regular basis. Their collective impact will support stronger policing performance across the province, helping police services and boards better meet their obligations under the law and ultimately, better serve communities across Ontario.

About the Inspector General of Policing and the Inspectorate of Policing

The Inspector General of Policing drives improved performance and accountability in policing and police governance by overseeing the delivery of policing across Ontario. The Inspector General ensures compliance with the province’s policing legislation and standards, and has the authority to issue progressive, risk-based and binding directions and measures to protect public safety. Ontario's Community Safety and Policing Act embeds protections to ensure the Inspector General's legal role is delivered at arm's-length of government.

The Inspector General of Policing leads the Inspectorate of Policing (IoP). The IoP provides operational support to inspect, investigate, monitor, and advise

Ontario's police services, boards and special constable employers. By leveraging independent research and data intelligence, the IoP promotes leading practices and identifies areas for improvement, ensuring that high-quality policing and police governance is delivered to make everyone in Ontario safer.

In March 2023, Ryan Teschner was appointed as Ontario's first Inspector General of Policing with duties and authorities under the Community Safety and Policing Act. Mr. Teschner is a recognized expert in public administration, policing and police governance.

For more information about the Inspector General of Policing or the IoP, please visit www.iopontario.ca.

LEARN MORE

- [View Decisions and Findings Reports](#)
- [About the IoP Complaint process](#)

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QUARTERLY NEWSLETTER

WWW.OAPSB/NEWS/NEWSLETTER



October - December 2025

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Message from the Chair

As we approach the end of the year and the start of the holiday season, I want to take a moment to reflect on the work we have done together as members of the Ontario Association of Police Service Boards.

This has been a year of continued pressure on police governance. Police service boards across Ontario are continuing to navigate the Community Safety and Policing Act, stewarding complex budgets, overseeing major capital and technology projects, and responding to evolving community expectations around transparency, accountability, and equity. Through all of this, you have demonstrated professionalism, courage, and a deep commitment to ensuring “adequate and effective policing” in every community you serve.

I am especially proud of the way our members have leaned into their roles as true governors of policing: setting clear priorities, asking the hard questions, supporting chiefs and command teams, and keeping community safety and well-being at the centre of every decision. The OAPSB has been proud to support you through training, conferences, policy guidance, and advocacy with all levels of government, and we will continue to be that voice at the provincial level in the years ahead.

Thank you to our boards, our police service and civilian members, our partners, and our communities for your ongoing trust and collaboration. Your work often happens quietly, behind the scenes, but it is essential to community safety in Ontario.

On behalf of my OAPSB Board colleagues, I wish you and your families a safe, restful, and joyful holiday season, and a healthy, peaceful New Year. I look forward to continuing our work together in the coming year.



Sincerely,

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

Message from the Executive Director

As we come to the close of 2025, I want to extend my sincere thanks to all of you for your commitment to effective, responsible police governance across Ontario. This has been a year of significant transition for our sector, with new boards forming under the Community Safety and Policing Act and existing boards adapting to new expectations, processes, and responsibilities. Through it all, your dedication has remained steady and clear.

I have had the privilege of working closely with many of you this year. What has stood out most is the willingness to engage, to ask important questions, and to work collaboratively through challenges that are not small in scope. This willingness is exactly what strengthens governance and supports safer communities.

Looking ahead to 2026, our work together becomes even more focused and exciting. With the launch of Police Governance Ontario, we will be expanding our resources, enhancing our member supports, and raising the standard for governance excellence across the province. You can expect clearer tools, stronger training pathways, and more opportunities to connect with peers and experts who are shaping modern police governance.

We will also continue to work to advance advancing key initiatives that matter to you, including advocacy on funding, and legislative issues, and practical governance resources that reflect the real needs and challenges of today's boards. Alongside this, we are building a more integrated member experience through our new website and learning platform, designed to help you access what you need quickly and with confidence.

As you step into the holiday season, I hope you find time to rest and enjoy moments with your family and loved ones. the people who matter most. Thank you for your service, collaboration and leadership. I look forward to the year ahead and to all that we will accomplish together. Warmest wishes for a safe and happy holiday season.

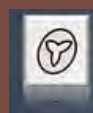


Lisa Darling, M.O.M.
Executive Director,
Ontario Association of Police Service Boards

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

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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

Key Governance Priorities for This Quarter

Use Inspectorate Decisions as learning tools

The Inspectorate of Policing has begun publishing Decisions and Findings that include determinations related to board member conduct and adequacy and effectiveness compliance. These reports offer practical examples of what strong governance looks like and highlight areas where boards have struggled. Reviewing these decisions helps boards understand emerging expectations and adjust local practice before issues arise.

Stay grounded during budget approval season

Police budgets continue to draw significant attention in many municipalities. Under the CSPA, funders cannot alter individual components of a police budget. They may approve the budget in full or reject it in full. If an agreement cannot be reached, the only pathways are conciliation or arbitration. Boards should ensure their councils understand this structure so that discussions remain constructive and within the legislative framework.

Understand the significance of Section 2.20

Boards should also be aware of recent developments related to Section 220 of the CSPA. An arbitration decision released this fall clarified how this section applies to certain senior civilian roles. The decision confirmed that while employees in these designated positions cannot be members of a police association due to the potential for conflict of interest, they remain members of the police service under the Act. As a result, they remain part of the bargaining structure and are entitled to the association's duty of fair representation even without association membership.

This interpretation means the membership restriction does not remove these roles from the collective bargaining framework. It also reinforces that if the legislature had intended to exclude these positions entirely from Part XIII, it would have done so in the same way chiefs and deputy chiefs are excluded. Boards do not need to take action at this time but should monitor updates as further clarity continues to develop across the sector.

Strengthen transparency as community expectations rise

Public trust continues to hinge on how boards communicate. Ensure agendas, minutes, public materials, and board updates are posted promptly and written in clear, accessible language. Consistent transparency remains one of the most effective ways to support community confidence in police oversight.

Make use of the Governance Insights series

This quarter's Governance Insights materials offer guidance on readiness, decision making, and governance culture. Boards are encouraged to use these resources to support discussion at the table and reinforce strong oversight practices.

OPP Detachment Boards

Moving from Formation to Function

OPP detachment boards are still evolving, and many are operating with uneven support, varying levels of municipal understanding, and the legacy of communities that never had police boards before. With the 2026 policing year approaching, the focus now is on clarity, stability, and demonstrating value across all municipalities in the detachment.

For Boards Still Getting Organized

Finalize the essential governance tools

If bylaws, codes of conduct, or role descriptions are still in draft form, make them a priority. These documents give the board structure, protect fairness, and prevent individual municipalities from dominating the process.

Reinforce understanding of the board's role

Many councils still view board costs or board activities as optional. Clear communication about the board's mandate under the CSPA helps shift old assumptions and reduces friction as the new policing year begins.

Build visibility across the detachment

A few plain-language updates or simple online summaries can help communities understand that the board exists, is active, and supports local safety.

For Boards Advancing Their Governance Work

Use the annual governance cycle (available in the members portal)

The annual workflow developed for OPP boards gives structure to meetings, reporting, and oversight. Boards further along in their journey should rely on it to keep their governance work consistent.

Anchor discussions in Community Safety and Well-Being plans

Reviewing each municipality's Community Safety and Well-Being Plan helps the board understand local priorities and identify common themes for detachment-wide oversight.

Connect to the local action planning cycle

As municipalities refresh their Community Safety and Well-Being priorities, boards should be aware of the OPP local action planning underway. This strengthens alignment between community needs and board discussions.

Strengthen documentation and compliance

The Inspectorate's expectations apply equally to detachment boards. Clear minutes, transparent decisions, and consistent use of bylaws help demonstrate readiness.

Current Priorities for All Detachment Boards

- Ensure bylaws and core governance documents are finalized and in active use.
- Review Community Safety and Well-Being plans from all municipalities to inform upcoming discussions.
- Begin engaging with municipalities on their next local action planning cycle tied to CSWB priorities.
- Strengthen transparency through clear minutes and accessible board updates.
- Reinforce understanding among municipalities of the board's mandate and legislative responsibilities.

Use available supports

The Governance Insights series, discussion groups, and shared templates offer practical help for boards at every stage. These tools are designed to support boards with limited resources as they move from formation into effective and confident oversight.

First Nations Police Boards

Strengthening Governance Across Different Legal Pathways

First Nations police service boards operate in a landscape that is not uniform. Some communities have adopted the Community Safety and Policing Act, while others continue to operate through sovereign governance structures or negotiated agreements. Regardless of the pathway, strong oversight, cultural legitimacy, and community trust remain central to effective governance.

This quarter, the focus is on clarity, readiness, and support for boards operating within different legal and cultural frameworks.

For Boards Operating Under the CSPA

Align oversight with community priorities

Even within a statutory framework, oversight is most effective when it reflects Indigenous values, community-defined priorities, and local approaches to safety and well-being. Use CSPA tools as a foundation, not the ceiling.

Strengthen documentation and transparency

Meeting records, bylaw updates, and clear decision pathways help maintain trust with funders, the community, and partner governments. These practices also position boards well as Inspectorate expectations continue to evolve.

Coordinate across jurisdictions

Tripartite and negotiated structures still influence how police services operate, even under the CSPA. Boards should remain attentive to intergovernmental agreements and ensure local needs are clearly reflected in detachment or service-level priorities.

For Boards Operating Outside the CSPA

Maintain strong governance structures

Boards functioning through sovereign or negotiated models should continue to rely on culturally grounded decision-making, restorative approaches, and relational accountability. Good governance does not depend on the statute; it depends on clarity, fairness, and community legitimacy.

Align community safety priorities with governance work

Even outside the CSPA, many First Nations communities maintain local action plans or safety strategies. Boards can use these as anchors for oversight discussions, helping align police service activity with community direction.

Document processes and decisions

Funders, partner governments, and community members increasingly look for transparency. Clear procedures and consistent documentation support stable governance, regardless of legal structure.

Shared Priorities for All First Nations Boards

- Integrate cultural values and traditions into oversight practices and decision-making.
- Review community safety priorities and local action plans to guide board discussions.
- Ensure governance tools such as bylaws, terms of reference, and role descriptions are clear and accessible.
- Strengthen relationships with police service leaders through open communication and shared understanding of community needs.
- Prepare for new members by ensuring orientation materials reflect both statutory and culturally grounded governance expectations.

OAPSB Support

The OAPSB is committed to supporting all First Nations police service boards, whether operating inside or outside the CSPA. Members can access adaptable templates, policies, and board resources, and participate in learning circles and discussion groups that focus on Indigenous approaches to governance and community safety. These supports are designed to honour sovereignty while strengthening oversight capacity.



2025 has been a year of continued implementation and learning under the Community Safety and Policing Act (CSPA) for the Inspectorate of Policing (IoP). As Ontario's policing oversight framework continues to take shape in practice, the IoP remains focused on transparency, accountability and continuous improvement across the police and police governance sector.

This month, the Inspector General of Policing, Ryan Teschner, began publicly releasing his Inspector General Decisions arising from completed IoP investigations into public complaints. These decisions will be published regularly on the IoP's website.

These decisions result from two types of investigations:

- Section 106 matters, which address the conduct of police service board members; and
- Section 107 matters, which examine whether police services are adequate and effective, comply with Ontario's policing laws and standards, and follow policies or procedures established by police service boards, the Minister, or Chiefs of Police.

Each investigation concludes with a Findings Report that sets out the evidence and analysis gathered by the IoP. Based on this report, the Inspector General issues a decision confirming whether provincial requirements have been met and, where necessary, Directions or Measures to address non-compliance. The publication of these decisions represents the next phase of the IoP's work – supporting efforts to strengthen policing performance and accountability. By sharing decisions openly, the Inspector General aims to highlight both areas of strength and opportunities for improvement. This focus will continue to guide IoP's work in the year ahead, supporting police services and boards in better meeting their obligations under the law, reinforcing public confidence in the policing system, and ultimately helping to better serve communities across Ontario.

As the year draws to a close, the IoP extends warm seasonal wishes to police service board members and their families, and thanks you for your continued dedication to supporting strong police governance across Ontario.

Call for Photos!

As we build our new website and expand our newsletter content, we would love to showcase real boards, real communities, and real moments of governance in action. If your board has photos from meetings, community events, swearing-ins, or engagement activities, please consider sharing them with us. Be sure that anyone identifiable in the photo has given permission for it to be used. Your images help us reflect the true work of police governance across Ontario. Feel free to email your submissions to communications@oapsb.ca

Tools and Resources

[Visit the Member Portal](#)

Preparing for the Transition to Police Governance Ontario (PGO)

We are actively preparing for the transition from OAPSB to **Police Governance Ontario** in early 2026. This shift includes a redesigned website, updated member tools, and a more intuitive structure that will make it easier for boards to find what they need, when they need it. More information will be shared as we move through this transition, and boards can expect a cleaner, more coordinated experience across all platforms.

A streamlined website and portal are on the way!

The new PGO website and Member Portal are being built to:

- simplify navigation and reduce clutter
- bring Governance Insights, resources, and templates into one clearly organized system
- support future training modules and learning pathways
- connect seamlessly with the mobile app, database and coming learning portal, for a single sign-in experience

As we complete this work, you may notice adjustments to how content is organized. These changes will support a smoother experience once the transition is complete. Watch for the announcements on our coming social channels!

Governance Insights: new content available

The Governance Insights section continues to grow with practical, board-ready guidance. These short posts can support agenda planning, spark discussion, and help boards strengthen their governance practices.

Stay connected through the mobile app

The OAPSB app will continue to operate and evolve through the transition to PGO, giving members fast access to updates, resources, and coming features.

Help keep your board connected

Accurate contact information in GrowthZone, our internal database, remains essential. Some boards still have incomplete member records, which limits access to communications, training opportunities, and member-only resources. Chairs and administrators are encouraged to review and update their rosters regularly to ensure full connectivity as we transition to PGO.



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?

email communications@oapsb.ca

Events & Engagement

Introducing the New Employment Conference - February 25 & 26, 2025

This year, our long-standing Labour Conference has transitioned into a new sector-wide initiative: the Employment Conference, delivered in partnership with the Police Association of Ontario and the Ontario Association of Chiefs of Police. This collaborative model brings all three perspectives together; employer, leadership, and members, to reflect the realities of today's policing environment.

Why the shift

Policing employment issues now span far beyond traditional labour relations. The new conference format allows us to address the full spectrum of topics that boards and services are navigating, including:

- workforce planning and staffing pressures
- mental health and psychological safety
- modern performance management
- legislative updates under the CSPA
- arbitration trends and dispute resolution
- equity, inclusion, and workplace culture

What this means for boards

This shared approach strengthens understanding across the sector and ensures board members receive practical, relevant support for their role as employers and oversight leaders. It also reduces duplication and unifies conversations that affect every level of policing.



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.

A graphic titled "DISCUSSION FORMAT" with three sections: "Updates" (Any previous open follow-up items and answers. Updates from Ministry & IOP), "Best Practice Sharing" (Share and learn from your peers. Ask questions that are top of mind for your board), and "Discussion Groups" (The Ontario Association of Police Service Boards (OAPSB) invites you to participate in our exciting discussion groups. By engaging in meaningful conversations with fellow community members, experts, and stakeholders, you can exchange valuable ideas and knowledge, share your insights, and learn from others' experiences. Staying informed is another significant benefit of joining our discussion groups. You'll be up-to-date with the latest developments, trends, and challenges in policing, gaining access to exclusive information and resources that will help you make informed decisions. Not a member of the OAPSB? Contact us for more information.) Below the graphic is a table of events:

EVERY 3RD WEEK	TUESDAYS	THURSDAYS
Monthly 12:00PM	Admin & Municipal Staff	Board Members

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



Partner Perspective

30Forward: Advancing Women in Policing

30Forward continues to gain momentum across Ontario as police services commit to measurable actions that strengthen the recruitment, retention, and advancement of women in policing. The initiative focuses on mentorship, inclusive culture, family support, leadership development, and building a national resource hub that supports long-term change.

Thank you to those Ontario Police Services that have taken the 30Forward Pledge!

- Durham Regional Police Service
- Peel Regional Police
- York Regional Police
- Toronto Police Service
- Ottawa Police Service
- Waterloo Regional Police Service
- Halton Regional Police Service
- Niagara Regional Police Service
- Hamilton Police Service
- Sudbury Police Service
- Guelph Police Service
- London Police Service
- Owen Sound Police Service
- OPP



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

A call to action

We encourage all police services in Ontario that have not yet taken the 30Forward Pledge to consider joining this collective effort. The pledge is a practical way to demonstrate commitment to equity, modern policing practices, and a healthier, more inclusive workplace culture.

Boards, chiefs, and municipal leaders all play an important role in shaping this change. If your service is ready to move forward, now is the time to connect with the 30Forward team and add your name to the growing list.

BENEFITS

Why Membership Matters More Than Ever

As we move toward the transition to Police Governance Ontario, membership has never carried more practical value. Boards that remain active members gain access to tools, protections, and sector insights that directly support their ability to meet legislative responsibilities and strengthen governance at the local level.

Governance protection for your board

Board Indemnification Insurance (Group Program)

OAPSB members have exclusive access to a group insurance program designed to protect police services board members in the event of legal action related to their governance role.

- Lower cost than purchasing standalone municipal coverage
 - Consistent protection across all board members
 - A significant benefit for OPP detachment boards that lack municipal administrative infrastructure
- For many boards, this one benefit more than justifies the cost of membership.

Personal benefits for individual members

Medallion Home and Auto Insurance Program

Members also gain access to the Medallion Group Home and Auto Insurance Program through McFarlan Rowlands.

- Discounted rates
- Flexible payment options
- Dedicated member service
- Available to both sworn and civilian board members

This is a personal perk that adds value for every individual on the board, not just the board as an entity.

Tools and support you can't get anywhere else

- Full access to Governance Insights
- Board templates, policies, and oversight tools
- Member Portal access with upcoming PGO enhancements
- Discounted rates for training and events,
- Direct updates on Inspectorate expectations, legislative changes, and sector trends
- A community of peers across the province for discussion, problem-solving, and shared learning

A simple reminder

Invoices have been sent, and renewal ensures uninterrupted access to member-only supports as we prepare for the transition to PGO. If your board has not yet renewed, now is an ideal time to secure your benefits for the year ahead.

Also as a reminder, you will need to submit the names and contact details of board members for our confidential data base and proof of insurance.

Connect & Learn More

Final Thoughts

As we move toward the transition to **Police Governance Ontario**, boards and administrators across the province are preparing for a new year of expectations and opportunities. This is a good moment to take stock of where your board stands, confirm you have the right supports in place, and make sure your governance foundation is ready for 2026.

Strong governance depends on clear roles, strong administrative support, and consistent communication. With that in mind, we are pleased to highlight two important developments that will help boards move forward with more confidence.

New Administrator Handbook

The new Administrator Handbook is now available to all members. This resource brings together the core responsibilities of the board administrator role, along with practical tools, templates, workflows, and guidance to help support compliance under the Community Safety and Policing Act.

If your board has a dedicated administrator, or if administrative tasks are shared among members or municipal staff, this handbook can help create clarity and consistency across meetings, records, communication, and reporting. We encourage all boards to download it, share it, and use it as part of your onboarding and orientation process.

New Social Media Channels Coming Soon

As part of the transition to Police Governance Ontario, new LinkedIn, Facebook, and Instagram channels will be launched in early 2026. These platforms will feature updates, events, sector insights, and stories from boards across Ontario. This is where your photos matter.

If your board has images from meetings, swearing in ceremonies, community events, or engagement activities, please consider sharing them with us. Make sure anyone in the photo has agreed to its use. Real images help us show the work of police governance in a way that stock photos never can.

Quick Actions for Boards Right Now

- Download and review the new Administrator Handbook
- Share your board photos for use on the website, newsletters, and social media
- Confirm board member contact information is current in our database
- Review Community Safety and Well Being plans and upcoming local action planning
- Ensure meeting minutes and public materials are posted in an accessible format
- Reach out if your board needs support with governance, policy updates, or training

Staying Connected

- Visit the OAPSB website and Member Portal for resources and Governance Insights
- Use the mobile app for updates, tools, and quick access to materials
- Watch for announcements about PGO social media and website launch
- Contact us any time for governance support or training needs

Together we are building stronger, more connected, and more confident police governance across Ontario.



New Year Update: Legislative Changes and Discussion Groups Now Open

2 messages

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

Fri, Jan 2, 2026 at 11:39 AM

Reply-To: OAPSB Training and Communications Team <reply-m5rvjr7@ontarioassociationofpolicervicesboards.growthzoneapp.com>

To: mroppdb@gmail.com

Hello everyone,

As we begin a new year, many boards are settling back into their rhythm and turning attention to priorities ahead. With that in mind, we want to share an important update related to legislative and regulatory changes that came into effect on January 1, 2026.

OAPSB has prepared an **Important Notice** outlining these updates and highlighting what they may mean from a governance perspective. The intent is not to overwhelm, but to support awareness and thoughtful oversight in an increasingly complex operating environment.

You can access the full notice here:

<https://oapsb.ca/news/announcements/legislative-and-regulatory-changes-effective-january-1-2026/>

We are also opening **registration for our January to March discussion groups**. These sessions are designed to provide space for conversation, questions, and practical reflection on Governance, your role, your understanding of the Community Safety and Policing Act and the changes outlined in the notice. They are not designed as technical briefings, but opportunities to connect with peers, explore implications, and learn from one another's experiences. These discussions are meant to be accessible, supportive, and relevant to the realities of board governance.

Discussion group registration is now open:

<https://oapsb.ca/events/oapsb-discussion-group-sessions/>

As always, thank you for the leadership you provide in your communities and for the care you bring to your governance roles. We look forward to connecting with many of you in the months ahead.

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.

Mattawa Regional OPP Detachment Board <mroppdb@gmail.com>

Wed, Jan 7, 2026 at 9:46 AM

To: Teresa Taillefer <Teresa.Taillefer@gmail.com>, s.belanger@papineaucameron.ca, Councillor Dean Grant <Councillor.Grant@calvintownship.ca>, Bruce Ross <brucross16@gmail.com>, bevbell@bellnet.ca

Venessa Wilson
Secretary-Treasurer
Mattawa Regional OPP Detachment Board



[Quoted text hidden]

Legislative and Regulatory Changes Effective January 1, 2026

Information Posted on OAPSB website

Legislative and regulatory change is a constant feature of the environment in which police governance boards operate. While not every update requires action, understanding what has changed and how it may affect governance responsibilities is essential to effective oversight.

This notice is intended to support awareness and informed decision-making. It is not intended to be a legal interpretation, nor does it replace professional advice. Rather, it provides a practical overview of key changes that came into effect on January 1, 2026, with a focus on what boards may wish to understand, monitor, or discuss as part of their governance role.

Boards are not expected to be subject-matter experts in every area outlined below. The goal is to support thoughtful oversight, informed questions, and constructive dialogue with police leadership and partners.

1. Employment, Recruitment, and Labour-Related Changes

Several legislative updates now in effect clarify employer responsibilities related to recruitment, transparency, and workforce practices.

1.1 Recruitment and Job Posting Requirements

What has changed

Recent updates to employment legislation introduce clearer expectations regarding recruitment practices, including:

- Increased transparency in job postings, including the inclusion of compensation or salary ranges.
- Clearer requirements for maintaining records related to recruitment and hiring activities.
- Greater emphasis on consistency and fairness throughout the hiring process.

These changes are intended to promote transparency, reduce bias, and support equitable access to employment opportunities.

Why this matters for police boards

Police service boards may:

- Directly recruit for board, administrative, or governance support roles.
- Provide oversight of recruitment practices used by the police service.
- Be asked to demonstrate that appropriate governance and risk management practices are in place.

Even where recruitment is operationally delegated, Municipal and First Nations' boards retain accountability for governance frameworks and oversight expectations.

What boards may wish to do

- Confirm that appropriate cleaning records are being maintained by asking your Police Leadership for an update to ensure they are compliant.
 - Understand who is responsible for monitoring compliance.
 - Ensure clarity between board and service responsibilities and any external contractors.
-

2.2 Automated External Defibrillators (AEDs) on Construction Projects

What has changed

Certain construction projects are now required to have an Automated External Defibrillator (AED) on site, depending on project duration and workforce size.

Why this matters for police boards

This may affect new builds, renovations, or other capital projects overseen or approved by the board.

What boards may wish to do

- Confirm whether current or planned projects meet the criteria requiring an AED.
 - Ensure safety requirements are incorporated into project planning and oversight with contractors.
 - Include this consideration in capital project reporting and risk discussions.
-

3. Public Safety and Enforcement Updates

Impaired Driving Enforcement

What has changed

Updates to provincial impaired driving legislation affect how roadside enforcement and related procedures are carried out.

Why this matters for police boards

While boards do not direct operational policing, these changes may influence:

- Enforcement activity and public interactions
- Community expectations and public messaging
- The nature of questions or concerns raised with the board

What boards may wish to do

- Request a briefing from the Chief or Detachment Commander on how changes are being implemented locally.

- Understand any anticipated impacts on service delivery.
 - Ensure public communications are clear and consistent.
-

4. Broader Regulatory and Policy Environment

Additional federal and provincial regulatory changes also came into effect on January 1, 2026. These include updates related to labour regulation, benefits administration, and sector-specific compliance requirements.

While these changes may not require immediate board action, they form part of the broader operating environment in which police services operate.

What boards may wish to do

- Maintain general awareness of emerging regulatory trends.
 - Discuss with your Police Leadership
 - Consider implications for workforce planning and inter-agency collaboration.
 - Monitor for future guidance or sector-specific impacts.
-

Moving Forward

OAPSB will continue to monitor legislative and regulatory developments and will share updates as appropriate. These changes will also inform future tools, resources, and learning opportunities designed to support effective police governance.

To support shared understanding, OAPSB will be hosting ongoing discussion groups between January and March. These sessions will provide space for conversation, questions, and peer learning related to the updates outlined above as well as any general inquiries around Governance and your roles and responsibilities.



Fwd: Supporting Boards in Local Media Conversations

Teresa Taillefer <teresa.taillefer@gmail.com>

Tue, Feb 10, 2026 at 7:54 PM

To: Beverly Bell <bevbell@bellnet.ca>, Bruce Ross <brucross16@gmail.com>, Councillor Dean Grant <Councillor.Grant@calvintownship.ca>, Shelley Belanger <Shelley_belanger@outlook.com>, Andrew Kraemer <andrew.kraemer@opp.ca>, Mattawa Regional OPP Detachment Board <mroppdb@gmail.com>

Hello, I know we don't meet until the end of March but I thought it wise to share the attached email. I will ask Venessa to download the resource from the member portal and we can discuss it at the meeting. If we get any requests, we can call a quick zoom meeting. Teresa

----- Forwarded message -----

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

Date: Tue, Feb 10, 2026 at 4:02 PM

Subject: Supporting Boards in Local Media Conversations

To: <teresa.taillefer@gmail.com>

Dear Members,

Recent high-profile events involving policing elsewhere in Ontario have understandably increased public and media attention across the sector.

While these matters may have no connection to your local police service or board, boards may nonetheless receive questions from community members or local media seeking comment or reassurance. Some boards may choose to engage in those conversations, while others may decide it is more appropriate not to. Both approaches can be appropriate, depending on local context.

What is important is recognizing that police service boards play a role in shaping how these conversations unfold in their own communities. When boards do engage, clear, measured, and governance-focused communication can help reinforce public confidence, support local police service members and staff, and prevent unnecessary escalation or misunderstanding.

To support boards in navigating these situations, the Ontario Association of Police Service Boards has prepared a short, practical resource focused on:

- what boards may wish to say if contacted locally,
- what boards may wish to avoid saying,
- and how to remain grounded in the board's governance role while supporting public confidence.

The resource is optional and adaptable. It is intended to be used as a reference if and when it is helpful, not as a requirement to engage or respond.

You can access the resource [here](#) from the members portal.

As always, boards are encouraged to consider their local circumstances, established communication practices, and community expectations when determining how best to respond.

The Association will continue to monitor developments and share additional resources as appropriate.

We are here to help and only a request away for support.

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.

Supporting Local Conversations During Heightened Public Attention

Practical Messaging Support for Police Service Boards

This document is intended to support police service boards if contacted by local media or community stakeholders following recent high-profile events involving policing elsewhere in Ontario.

It is not incident-specific and does not address the details of any ongoing investigation. Its purpose is to help boards communicate clearly, calmly, and within their governance role, while supporting public confidence and local police service members and staff.

A few framing reminders

- Events in one jurisdiction can prompt questions in others, even where there is no local connection.
- Boards are not expected to explain, defend, or comment on matters outside their authority.
- Calm, consistent language helps prevent unnecessary escalation or misinterpretation.

What boards can say

Boards may find it helpful to stay anchored in a small number of clear themes when responding locally.

Acknowledge seriousness without amplifying it

It is appropriate to recognize that events elsewhere are serious, without speculating or drawing conclusions.

Possible language

- “The issues being examined elsewhere are serious and understandably raise public concern.”
- “Accountability and public trust are essential to policing and police governance.”

Clarify local context

If there is no connection to the local police service or board, it is appropriate to state that clearly.

Possible language

- “There is no connection between those matters and our local police service.”
- “These events are specific to another jurisdiction.”

Reinforce confidence in independent oversight

Boards may be asked about the role of independent oversight bodies, including the Inspectorate of Policing. It is appropriate to express confidence in the oversight framework and the importance of independent review.

Support for oversight does not involve commenting on investigations or outcomes. It reflects confidence in the system of accountability that exists to protect public trust.

Possible language

- “Independent oversight is an essential part of maintaining public confidence in policing.”
- “Oversight bodies exist to independently examine serious matters when they arise.”
- “It’s important that oversight processes are allowed to proceed independently.”

Support local police service members and staff

Sector-wide attention can place additional pressure on police service members and civilian staff who are not connected to the events prompting coverage.

Boards may acknowledge professionalism and service without minimizing the seriousness of matters elsewhere.

Possible language

- “Our local police service members and staff continue to serve the community with professionalism and integrity.”
- “We are mindful that heightened attention can place added strain on police personnel who are not connected to these events.”

What boards should avoid saying

Certain statements, even when well-intentioned, can create confusion or unintended risk.

Avoid speculation or commentary on investigations

Boards should not comment on allegations, charges, evidence, or potential outcomes.

Avoid

- “It appears that...”
- “What likely happened is...”
- “This suggests that...”

Instead

- “It would not be appropriate for the board to comment on an ongoing investigation.”

Avoid minimizing or generalizing

Downplaying seriousness or making broad claims about policing can undermine credibility.

Avoid

- “This is just an isolated issue.”
- “This doesn’t reflect any real problem.”
- “These things happen everywhere.”

Instead

- Focus on accountability, oversight, and local professionalism.

Avoid operational or investigative language

Boards should not speak about discipline, internal controls, or operational processes.

Avoid

- “The board is taking action.”
- “We are reviewing officers.”
- “Leadership should have known.”

Instead

- Stay grounded in governance, accountability, and public confidence.

Avoid questioning the legitimacy of oversight

Comments that second-guess or undermine oversight processes can erode trust.

Avoid

- “This is being overblown.”
- “Oversight bodies are getting involved too quickly.”
- “This should have been handled internally.”

Instead

- Reinforce respect for independent review and accountability frameworks.

If you are contacted by local media

Boards may wish to:

- Identify who will respond on behalf of the board.
- Keep responses brief, factual, and measured.
- Use consistent language rather than improvised explanations.
- Redirect questions that fall outside the board's role.

It is always appropriate to say:

“That question relates to an ongoing investigation and is outside the board's role.”

Final note

High-profile events can test public confidence across the policing sector, even when they are unrelated to local services. Boards that communicate calmly, avoid speculation, and reinforce accountability help steady local conversations and support confidence in their communities.

The Ontario Association of Police Service Boards will continue to monitor developments and share additional resources as appropriate.