QUARTERLY NEWSLETTER

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OAPSB

January - March 2025

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Message from the Chair

Welcome to our first Newsletter under our new and improved format!

I have been a member of your Board of Directors for 9 years and for the past 4 years I have had the privilege of being the Chair. I have not taken this responsibility lightly. My goal from day one has been to restructure the OAPSB into a fully functioning working association for our membership.

I am very proud of the work your board of Directors, our Executive Director and our entire team has accomplished through clear purpose, and conviction to just get it done! For those of you who are not aware, we began the journey of restructuring our association in early 2022. We needed an association that was better equipped to meet the operational needs of all governance boards across Ontario.

We hired a full-time Executive Director and built a strategic Plan and Action Plan for 2023-2025. Over the past two plus years, we have worked to reshape an organization internally while managing the greatest time of change police governance has seen in over 30 years. This is the last year of our plan, and we are very happy with the progress we have made, but there is still so much work to do.

2025 will be a year of closing out some of our commitments we have made to you for the last three years and setting up our plan for new growth through our 2026-2028 Strategic Plan. We will continue to evolve and strengthen your association. This is no small endeavor, and we have a small but mighty crew to put our plans into action, but we are committed to success in this regard.

We are currently reviewing and updating our programs and communications to support our growth plan for 2026-2028, so now is the perfect time to review how well our name represents our membership. With Detachment Boards not being defined under **PART IV MUNICIPAL POLICING AND POLICE SERVICE BOARDS** of the **CSPA**, a name change must be considered. It is fiscally prudent for us to make this decision on the naming of our association prior to spending money on programing and system changes. More to come on this in future communications.

I am coming up to the end of my tenure as the Chair of your Board of Directors. It is time. Growth comes from change, and it is time to change the leadership. Although there is much work still to do, I am confident in the team's collective vision for the future of the OAPSB (or whatever we will be called). I thank you for your trust in me as your Chair and I eagerly await to see the next evolution of this now solid organization.

Patrick J Weaver
Chair, Ontario Association of Police Service Boards

Board Spotlight

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

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

contact:
media@oapsb.ca

Message from the Executive Director

I am very excited for the launch of our new quarterly Newsletter. The purpose of this newsletter is to share information. Not just information from the OAPSB, but to provide opportunities for others to learn from each of you. Opportunities to share the great work your boards are doing for your communities and for your members. Sector agencies, partners, and service providers will also have opportunities to provide insight into emerging trends and issues impacting policing, police governance and public safety.

By design, we have seen significant growth over the last few years. The plan has always been to grow the OAPSB in a measured, sustainable way. This year will be the first year since our restructure that our fees are aligned to fund the daily operations of your association. I want to thank all of you for recognizing and supporting this required change. We are continuing to explore and develop alternative funding options to help support our growth plan for 2026-2028 and should have some additional information on this soon.
As your Chair indicated in his comments, the rebranding and growth of the association is expected to include a name change. This change is being explored by your Communications Committee and will be brought to your Board of Directors for input and recommendations. These recommendations will be presented to the membership at our AGM on June 3rd.

Our AGM and Spring Conference is taking place from June 3rd to the 5th in London Ontario. This year, we are doing something a bit different. As part of the agenda, we are including 6 workshop opportunities. (Each attendee may attend up to 4). These sessions are designed to be more interactive and provide you with tangible take-aways to implement when you go back to your boards, as well as in other areas of your life. It is also an opportunity for you to be introduced to topics that will later be further developed and available to board members and staff in our training program. The list of workshops is available with the Spring Conference registration. We urge you to submit your selections as soon as possible as there is limited space for each topic.
Finally, I want to take a moment to thank your Chair and my boss, Mr. Patrick Weaver. When I was hired, my primary reason for accepting the position was the commitment Patrick Weaver and your Board of Directors had to change the OAPSB into a stronger, more relevant organization for all of you. Patrick's vision and conviction to forge ahead and the support he gave me to create the plan to make it happen is what leadership is all about!
I know I have a few more months to say this to you personally Pat, but I wanted everyone to hear from me what a strong advocate you have been for every board in Ontario. I know we will continue to grow the OAPSB because of the strong foundation you have put in place.

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

Board Spotlight

The **North Bay Police Service Board** (NBPSB) is made up of five members: two Provincial appointees, two City of North Bay Council appointees, and one member of the community who is appointed by City Council.
Members of the Board:

- Richard Stivrins, Chair, Provincial Appointee
- Patricia Cliche, Vice Chair, Provincial Appointee
- Peter Chirico, Mayor, City of North Bay
- Maggie Horsfield, Deputy Mayor & Councillor, City of North Bay
- Bill Hagborg, Municipal Appointee
- Susan Foster-Fulton - Executive Assistant to the Board

Over the past year, the Board has been actively engaging with their community to enhance public safety and foster trust. Key initiatives included hosting town halls to gather community input for strategic planning, supporting youth engagement programs to prevent crime, and collaborating with local organizations to address mental health and addiction challenges. We also heard that a few members of the Board may have participated in the local Polar Plunge for Special Olympics!

These efforts reflect the board's commitment to transparency and inclusivity, ensuring that the needs of North Bay residents remain at the forefront of their mission.

OAPSB Committees:

Driving Progress Through Collaboration

Did you know that the Ontario Association of Police Service Boards (OAPSB) has several dedicated committees working tirelessly behind the scenes? These committees play a vital role in addressing special projects, advancing strategic initiatives, and strengthening police governance across Ontario.

Our committees bring together knowledgeable and passionate members to focus on key areas that align with the OAPSB's mission. Whether it's policy development, training and education, advocacy, or fostering meaningful connections between police boards and their communities, these working groups are essential to our shared success.

Through their collaborative efforts, the committees tackle challenges, brainstorm innovative ideas, and implement strategies that elevate the quality of civilian police governance. For those new to this aspect of the OAPSB, these committees exemplify how teamwork and vision translate into impactful results for our members and the communities we serve.

Committees Include:
Communications Committee
HR Committee
Advocacy Committee (member's portal link)
Omers Committee

Stay tuned for future updates on our committees' initiatives, and if you're interested in getting involved, feel free to connect with us.

Updates for Boards

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

- Website Updates: Review and update website content to align with the Community Safety and Policing Act (CSPA). Ensure all references to the now-repealed Police Services Act are removed.
- Board Name Correction: Update all documents, communications, and online references to reflect "**Police Service Board**" instead of "Police Services Board."
- Diversity Plan Creation: Develop and adopt a Diversity Plan to promote equity, inclusion, and representation within board governance and community initiatives.
- Strategic Planning: Create or refresh the board's Strategic Plan to align with modern governance practices and community safety objectives.
- Policy and Governance Review: Conduct a thorough review of policies, procedures, bylaws, and protocols to ensure compliance with CSPA requirements and reflect updated board practices.
- Critical Points Policy Directive: Implement the new Critical Points Policy directive from the Inspectorate of Policing. Establish clear protocols for information exchange between the board and Chief of Police during significant policing events.
- Processes for Public and Internal Complaints: Ensuring the Public has the process and links to the Inspectorate of Policing.
- Boards should also consider a Communications Policy that includes who is the point of contact for the board, who is able to speak on behalf of the board and situational protocols for communicating with the public and media.

Have questions about other board activities?

Join our discussion group sessions or send us an email: training@oapsb.ca

OPP Detachment Boards: Key Updates for Compliance and Best Practices

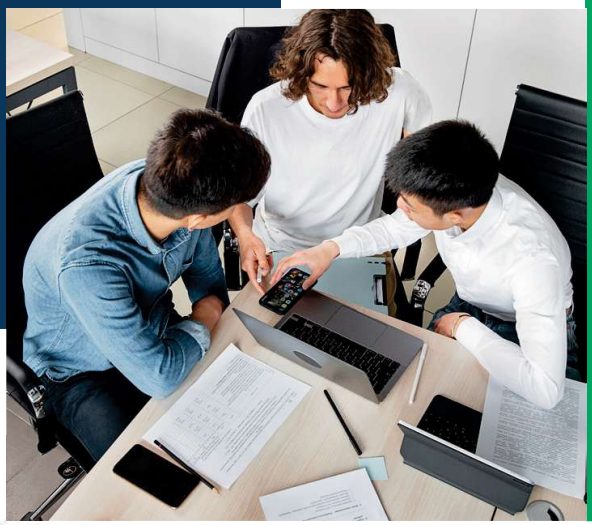
We know there are still a lot of work being done by OPP Detachment Boards in Ontario.

- Board member mandatory training and criminal record checks are ongoing but need to be completed for compliance.
- Website Updates: Review and update website content to align with the Community Safety and Policing Act (CSPA). Ensure all references to the now-repealed Police Services Act are removed.
- Board Name: The OPP will be issuing Board Logo's soon. If you have changed your name, you need to contact the OPP
- Policy and Governance Review: Conduct a thorough review of policies, procedures, bylaws, and protocols to ensure compliance with CSPA requirements and reflect updated board practices.
- Processes for Public Complaints: Ensuring the Public has the process and links to the Inspectorate of Policing.
- Start preparing now for the **Annual Report** due in June

We know that boards are starting to prepare their annual reports and thinking about board budgets.

For more guidance or support, contact the OAPSB Team at training@oapsb.ca!

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



From the Inspectorate of Policing

The Inspector General, supported by staff at the Inspectorate of Policing, strives to improve sector performance and accountability by ensuring compliance with Ontario's policing legislation and regulations.

https://www.iopontario.ca/en

Inspectorate of Policing

Welcome to the inaugural edition of Inspectorate of Policing Spotlight, a dedicated space within the OAPSB's newsletter. I would like to extend my gratitude to the OAPSB for this generous opportunity, allowing the Inspectorate of Policing to communicate directly with police service board members across Ontario. This section will serve as a ub for highlighting updates and insights from the Inspectorate of Policing, aimed at supporting you in your roles and enhancing your governance and oversight work.

In the coming months, you can anticipate a variety of content, including:

- Details about our first-ever Strategic Plan, outlining the strategic priorities and bodies of work for the Inspectorate of Policing over the next three years.
- Insight into our operations, including progress on major initiatives currently underway.
- Information regarding our upcoming Annual Report and future spotlight reports that will explore thematic issues in Ontario policing.

We look forward to engaging with you through this platform and providing valuable information to assist you in your important work.

Our goal with Inspectorate of Policing Spotlight is to provide you with content that is informative, engaging and reflective of our vision of improving policing performance to make everyone in Ontario safer. On March 20, 2025, I issued my third Inspector General Memo to share information and advice regarding the Toronto Police Service Board's recently approved policy on "critical points", first recommended by the Honourable John W. Morden in his 2012 report arising from the Independent Civilian Review into Matters Relating to the G20 Summit (for full disclosure, I was lead counsel to Judge Morden in this Review). This policy seeks to enhance the definition and clarity of the role of police service boards in civilian oversight leading up to, and during significant events. It establishes a reciprocal information exchange between police chiefs and boards, ensuring that both parties are well-informed and capable of adjusting policies and operations as necessary
during critical public safety incidents. This policy supports both the governance and accountability aspects of oversight.
The complete IG Memo and policy can be accessed on our website: www.iopontario.ca.

Policies such as TPSB's Critical Points are instrumental in modernizing governance and enhancing Ontario's policing system. I strongly advise municipal police service boards to review this policy and develop their own, in consultation with chiefs of police and incorporating input from relevant stakeholders to address local policing needs. Our Police Services Advisors are always available to provide guidance and support as needed, on the development of a "critical points" policy, or on other matters.

Together, we can ensure effective and responsive policing governance framework for our communities.

You can also find the memo and policy information on the OAPSB website, but you need to be logged into the members portal!

In the News ... Celebrating Women in Policing: International Women's Day Highlights

International Women's Day was celebrated across Ontario with a variety of impactful events and initiatives aimed at advancing the role of women in policing. The Ottawa Police Service hosted the "**Advancing WE in Policing**" forum, which provided mentorship, leadership development, and networking opportunities for female officers and aspiring recruits. **The Ontario Women in Law Enforcement** (OWLE) organization also held events to recognize and support women in law enforcement, emphasizing advocacy and professional growth.

Additionally, the **Canadian Coalition for Police Reform** organized the event "**Her Badge, Her Voice: Women Leading Change in Policing**," which explored the challenges women face in law enforcement and highlighted strategies for fostering inclusivity and equity.

This event brought together experts and leaders to discuss actionable solutions for breaking down barriers and promoting diverse leadership in policing.

Police services across the province also participated in community-focused activities, such as recruitment drives, public outreach programs, and celebrations of the achievements of women in their ranks. These efforts reflect a collective commitment to gender equity and the empowerment of women in law enforcement.

The OAPSB is proud to support these initiatives and commends the ongoing efforts to create a more inclusive and equitable policing environment. Together, we continue to celebrate the contributions of women in policing and work towards a brighter future for all.

From our Experts...

The Ontario Association of Police Service Boards (OAPSB) is committed to empowering police boards through expanded knowledge and innovative ideas. By partnering with leading agencies and organizations, we are bringing expert-driven content and resources to our members. These collaborations enable us to tackle complex issues, explore fresh perspectives, and strengthen the expertise of police boards across Ontario.

We are so grateful to provide you some insight from our friends at **Respondr Recruitment and Shout Media** to are happy to share information on recruiting for your Police Services with us.

Attracting top talent is vital for police departments.

Police recruitment plays a pivotal role in shaping the future of law enforcement agencies. The ability to attract top talent holds paramount importance, as it directly impacts the overall success and efficiency of a police service, ultimately ensuring the safety and well-being of the communities they serve. By showcasing your department's unique qualities, remarkable opportunities, and enticing benefits, you can successfully captivate the attention and ignite the interest of the most highly qualified active and passive candidates. Our latest blog post will explore the importance of showcasing your department's unique value proposition and highlighting effective strategies to attract the best candidates.

Continue reading this by linking here

Responder Recruitment

Activities & Events

Featuring Building Bridges

Building Bridges: Expanding Evidence-Based Policing in 2025

Last year, Canada's first in-person evidence-based policing conference, hosted at Blue Mountain Resort in November 2024, was a resounding success. Over 200 attendees, including police leaders, academic experts, and operational officers, gathered to share cutting-edge research and practical applications in policing. The event was packed with insightful presentations, inspiring keynotes, and valuable networking opportunities. Among the highlights was Alex Murray from the United Kingdom's National Crime Agency, who emphasized the importance of evidence-based strategies in modern policing. Sergeant Terry Cherry from South Carolina brought forward the importance of partnerships between police and academics, while Dr. Cynthia Lum of George Mason University introduced actionable benchmarks for agencies adopting evidence-based practices. Attendees left energized, equipped with research-backed strategies, and new ideas for implementation in their own organizations.

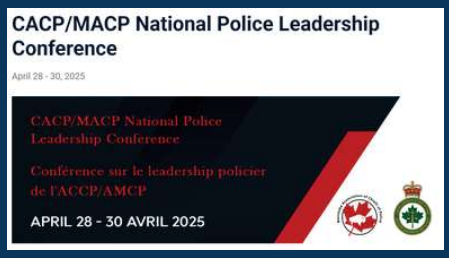
Building on this momentum, the 2025 Building Bridges conference promises an even richer experience. Returning to Blue Mountain Resort on October 9-10, this year's event features three diverse content streams—member wellness, governance, and operations—allowing attendees to tailor their learning experience. The addition of the EBP Trailblazer Workshop on October 8, a highly interactive session for police leaders and academics, sets the stage for collaborative discussions on key issues across governance, education, and public safety.

This year, attendees will hear from distinguished keynote speakers such as Detective Superintendent David Cowan of Victoria Police, Australia, who brings extensive expertise in crime reform and organizational leadership, and Dr. Tamara D. Herold, a leader in crime science and violence reduction strategies. Their insights will complement an array of presentations, discussions, and workshops designed to push the boundaries of evidence-based policing.

As the conference continues to attract global attention, attendees can expect a dynamic exchange of ideas, actionable strategies, and opportunities to engage with innovators in policing. With registration already 50% sold out, don't miss your chance to be part of this transformative event.

SECTOR EVENTS

April 2025



May 2025

June 2025

SPRING CONFERENCE SESSIONS

In addition to the jam-packed program, participants can also register for Learning Sessions!

check www.oapsb.ca/events

Introduction to Police Culture

The policing work environment, as many other professions, has its own unique culture. Anyone in a board capacity that oversees and governs policing, has a responsibility to learn about and understand the 'culture of policing', the history and the current state.
This session is an introduction to understanding the unique aspects of police culture by incorporating research, lived experiences and case studies. This session will uncover strategies and emotional intelligence competencies, to look critically at the culture and understand the role of police governance in creating a psychologically safe work environment for sworn and civilian members in any police organization.

Critical Thinking in Police Governance

This session provides opportunities for developing and enhancing critical thinking skills to real-world problems, and specific to police governance.
The participants will discuss strategies to foster critical-thinking skills within themselves, their board and with community stakeholders.
Participants will engage in self-reflection and metacognition activities to further develop their ability to think critically when addressing situations related to police governance. Desktop scenarios and case studies based on the unique, realistic and relevant challenges to police governance bodies will be incorporated in large and small group discussions.

Assessment and Evaluation Tools

Those responsible for police governance are required to assess and evaluate their police leaders and their board. In addition, municipal boards are also required to assess community or policing programs, proposals and policing budgets. Assessment and evaluation include the practice of providing effective feedback, based on measurable criteria with the intention of improving or gaging leader competencies. This session will provide a foundation to understanding and developing assessments and evaluations that are measurable, consistent, specific, and standardized.
An overview of assessment tools and their purpose is also included in this session, with the goal that participants will have a basic knowledge in developing and building assessments relevant to the needs of the board and the police organization they govern.

Rules of Engagement for Board Members

Board members are engaged in a process of collaboration and communication with each other, as well as the community. To work effectively and efficiently as a team, expectations and "rules of engagement" provide a solid foundation for effective governance. Lead by an experienced Board member, this session will discuss and provide the criteria necessary to determine your Board's rules for engaging with each other, to facilitate relevant, purposeful, and productive meetings.
This workshop will look at various practices used to set Board members up for success, specifically:
1. Onboarding and orientation
2. Member empowerment and engagement
3. Navigating with blurred lines

The rules of engagement are always evolving. This session is intended to be interactive. Attendees will be encouraged to share their own practices and experiences throughout the session.

Workshop on Public Speaking and Engaging Media

As a board member governing policing, you may have opportunities or requests to speak on issues to public audiences in your community and beyond. A speaker who is prepared will deliver an effective presentation and communicate key messages to audiences with clarity and purpose. For many people, public speaking is a stressful or anxiety provoking activity. In this session, participants will have an opportunity to learn from communication experts and engage in small group activities in order to practice effective verbal and nonverbal communication best practices. In addition, relevant to speaking to the media, participants will learn and practice media relations strategies that suit their role as a board member.

Recruiting an Effective Leader

Board members have the responsibility of recruiting and hiring an effective, positive, forward-thinking and collaborative leader. The competencies in the search for the right leader for your organization must include measurables beyond task and performance, to include emotional intelligence and true leadership qualities that are people centered. Together, these combined abilities enable a leader to remain true to the values of the organization, the ethics and principles of its members and the community they serve. This session will include discussions on the characteristics and capabilities of a visionary leader, as well as recruitment strategies and best practices for boards in preparation for and during the hiring process.

DON'T MISS OUR MONTHLY DISCUSSION GROUPS

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

media@oapsb.ca

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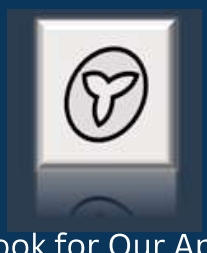

Look for Our App

Website: https://oapsb.ca/