

AGENDA
ELGIN GROUP POLICE SERVICES BOARD

Wednesday, September 20, 2023
1:00 p.m.

Central Elgin Boardroom
Elgin County Administration Building
450 Sunset Drive
St. Thomas, Ontario

Call to Order The Chair shall preside.

Adoption of Minutes from May 10, 2023 Meeting (ATTACHED, p. 2)

Disclosure of Pecuniary Interest and the General Nature Thereof

Reports

(ATTACHDED)

- 1) 2023 Ontario Association of Police Services Boards Spring Conference, Vice Chair Trudy Kanellis. (p. 5)

(TO BE DISTRIBUTED)

- 2) Realizing Efficiencies in Crime Detection and Resolution, Sergeant Ed Sanchuk
- 3) Project Lifesaver, Police Constable Brett Phair
- 4) OPP Tow Program, Sergeant Gene Laarman
- 5) Detachment Commander's Quarterly Report, Inspector Jennifer Neamtz

Correspondence (ATTACHED)

- 1) Letter from the Minister of Justice and Attorney General of Canada to Chair Dave Jenkins regarding Bail Reform. (p. 92)
- 2) Letter of Support from Chair Dave Jenkins with respect to the Elgin County OPP Detachment's Application to the Bail Compliance and Warrant Apprehension Grant. (p. 95)
- 3) Invitation for the OAPSB Zone 6 Fall Meeting. (p. 96)

Other Items

New Business

Closed Session Items

Adjournment

Next Meeting: To be determined

Draft Minutes
ELGIN GROUP POLICE SERVICES BOARD
May 10, 2023

The Elgin Group Police Services Board met in the Community Room at the Elgin County Detachment Office, 42696 John Wise Line with the following in attendance:

Trudy Kanellis, Vice-Chair
Ida McCallum, Board Member
Dominique Giguère, Board Member
Andrew Sloan, Board Member
Inspector Mark Loucas, Detachment Commander
Inspector Jennifer Neamtz
Staff Sergeant Tyler Holmes
Constable Brett Phair
Carolyn Krahn, Secretary Administrator

Regrets: David Jenkins, Chair

Call to Order:

The Vice-Chair called the meeting to order at 1:00 p.m.

Adoption of Minutes:

Moved by: Dominique Giguère
Seconded by: Andrew Sloan

RESOLVED THAT the minutes of the meeting held on January 30, 2023 be adopted.

- Motion Carried.

Disclosure of Pecuniary Interest and the General Nature Thereof:

None.

Reports:

1) **Detachment Commander's Quarterly Report**

The Detachment Commander and Staff Sergeant Holmes provided an update on public complaints; the crime abatement strategy; patrol hours; violent, property, and drug crimes; and collisions for the period of January to March 2023.

The Detachment Commander, Staff Sergeant Holmes, Staff Sergeant Cook, and Sergeant McConnell also presented the Elgin County OPP 2022 Annual Report. The Report provided an update on the Crime Management Plan, Traffic Management Strategy, Community Policing Committees, Community Mobilization and

Engagement, Elgin County Drug and Alcohol Strategy, Special Projects (ATV Patrols and Marine Patrols), and Community Street Crimes Unit. Inspector Loucas also provided 2022 statistics with respect to Calls for Service, Traffic Safety, and Crime Prevention.

Constable Brett Phair provided an overview of the community policing model as well as the current status of Community Policing Committees in Elgin County. Following the pandemic, the community policing groups are in a rebuilding phase. While the Southwold Community Policing Committee remains active, the Belmont Community Policing Committee disbanded after successfully raising funds for a pair of mobile speed signs, and the Malahide Community Policing Committee membership has dwindled.

D. Giguère suggested that the Southwold Community Policing Committee and Malahide Community Policing Committee host a joint meeting to discuss what has made the Southwold model work so well.

Elgin County OPP continue to engage with the community and attend community events. They are also exploring new ways to engage the community, including a Citizen's Academy. A Citizen's Academy would give residents an opportunity to see firsthand what officers do every day. Over the course of the program, members of the various services would give presentations on their area of expertise.

Moved by: Ida McCallum
Seconded by: Andrew Sloan

RESOLVED THAT the report be received and filed.

- Motion Carried.

Correspondence:

None.

Other Items:

None.

New Business:

None.

Closed Session Items:

None.

Next Meeting:

The Elgin Group Police Services Board will meet again on Wednesday, August 2 at 1:00 p.m.

Adjournment:

Moved by: Andrew Sloan

Seconded by: Dominique Giguère

RESOLVED THAT we do now adjourn 1:35 p.m.

- Motion Carried.

Carolyn Krahn,
Secretary/Administrator.

David Jenkins
Chair.



REPORT TO ELGIN GROUP POLICE SERVICES BOARD

FROM: Trudy Kanellis, Vice-Chair

DATE: June 2, 2023

SUBJECT: 2023 Ontario Association of Police Services Boards Spring Conference

RECOMMENDATION:

THAT the report from the Vice-Chair, dated June 2, 2023, be received and filed.

INTRODUCTION:

The purpose of this report is to provide the Elgin Group Police Services Board with a summary of the 2023 Ontario Association of Police Services Boards (OAPSB) Spring Conference.

DISCUSSION:

Vice Chair Trudy Kanellis and Secretary-Administrator Carolyn Krahn attended the 2023 OAPSB Spring Conference in Niagara Falls from May 30th to June 1st. The theme of the Conference Program was “Collaborating for Community Safety.”

The presentations from the OAPSB Conference are available on the OAPSB Portal, and the main presentations from the Conference have been attached to this report for the Board’s reference.

1. **OAPSB ANNUAL GENERAL MEETING KEYNOTE: POLICE BRANDING**
Deputy Chief of Police, Roger Wilkie, Halton Regional Police
Jon Reid, President, Toronto Police Association
 2. **EDI WORKSHOP**
Lisa Darling, Executive Director, Ontario Association of Police Services Boards
Tammy Fryer, Leadership Unit Instructor, Ontario Police College
 3. **OAPSB & OACP: COLLABORATING FOR BETTER RESULTS**
Lisa Darling, Executive Director, Ontario Association of Police Services Boards
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Jeff McGuire, Executive Director, Ontario Association of Chiefs of Police
 José Luís (Joe) Couto, Director of Government Relations and Communications,
 Ontario Association of Chiefs of Police

**4. ONTARIO'S FIRST INSPECTORATE OF POLICING: WORKING TOGETHER
 TO IMPROVE PERFORMANCE AND CONFIDENCE IN PUBLIC SAFETY**

Ryan Teschner, Inspector General of Policing of Ontario

**5. FOR OPP DETACHMENT BOARDS – BOARD STRUCTURE & INFORMATION
 SESSION**

Lisa Darling, Executive Director, OAPSB

Pam Dhaliwal, Curriculum Developer / Training Officer, OAPSB

Jeanine Lassaline-Berglund, Engagement Training Officer, OAPSB

6. THE EPIDEMIC OF AUTO THEFT AND ORGANIZED CRIME

Chief Steve Tanner, Halton Regional Police

7. BOARD EVALUATION – MONITORING PERFORMANCE

Lisa Darling, Executive Director, Ontario Association of Police Services Boards

Pam Dhaliwal, Curriculum Developer / Training Officer OAPSB

CONCLUSION:

I truly appreciate the board allowing me to attend these conferences. I am learning many new things, with much more to learn.

All of which is Respectfully Submitted

Trudy Kanellis
 Vice-Chair

Police Branding

A Discussion surrounding our 'Brand' and its collateral consequences



Roger Wilkie

Deputy Chief of
Police

Halton Regional
Police Service



Lisa Darling

Executive
Director
OAPSB



Jon Reid

President
Toronto Police
Association

VISUAL INVESTIGATIONS

How George Floyd Was Killed in Police Custody

The Times has reconstructed the death of George Floyd on May 25. Security footage, witness videos and official documents show how a series of actions by officers turned fatal.



Why holding bad police officers to account is so difficult

The killing of Tyre Nichols has put police reform back on the agenda



'Bro I Robbed Everyone': 3 N.Y.P.D. Officers Charged in Bribe Scheme

The officers, one of them retired, funneled work to a tow truck company for kickbacks and sold car crash victims' personal information, prosecutors say.

'It never stops': killings by US police reach record high in 2022

Law enforcement killed at least 1,176 people or about 100 people a month last year, making it the deadliest for police violence



Canadian police used deadly force at record rates in 2022, new research finds

Sixty-nine people were killed by police in Canada last year, a record that continues a sharply rising trend in recent years, according to new research by the Tracking Injustice project.

OPP use of Taser twice on Black man while he was running away was 'racially motivated,' judge rules



Justice A.D. Hilliard called officers' action 'unacceptable and intolerable' in dismissing charges



Colin Butler - CBC News - Posted: Jul 07, 2022 4:00 AM EDT | Last Updated: July 7, 2022

Toronto police chief apologizes to people of color over disproportionate use of force

Black people are 2.2 times more likely to have a police interaction and 1.6 times more likely to have force used on them, police statistics show



Power, corruption and cocaine: The story behind a scandal that rocked the RCMP

A newly unveiled report confirms close ties between a crooked cop in charge of drug investigations and Montreal's powerful West End Gang.

Paul Cherry • Montreal Gazette

Published Dec 17, 2022 • Last updated Feb 28, 2023 • 15 minute read



Police Brutality in Canada: A Symptom of Structural Racism and Colonial Violence

Vancouver police board questions why new school liaison officers need guns

Rachel Roy: "My question is, 'Why firearms at all?'"

Mayor Tory, police board chair open to meeting with 2SLGBTQ+ advocates opposed to new chief hiring

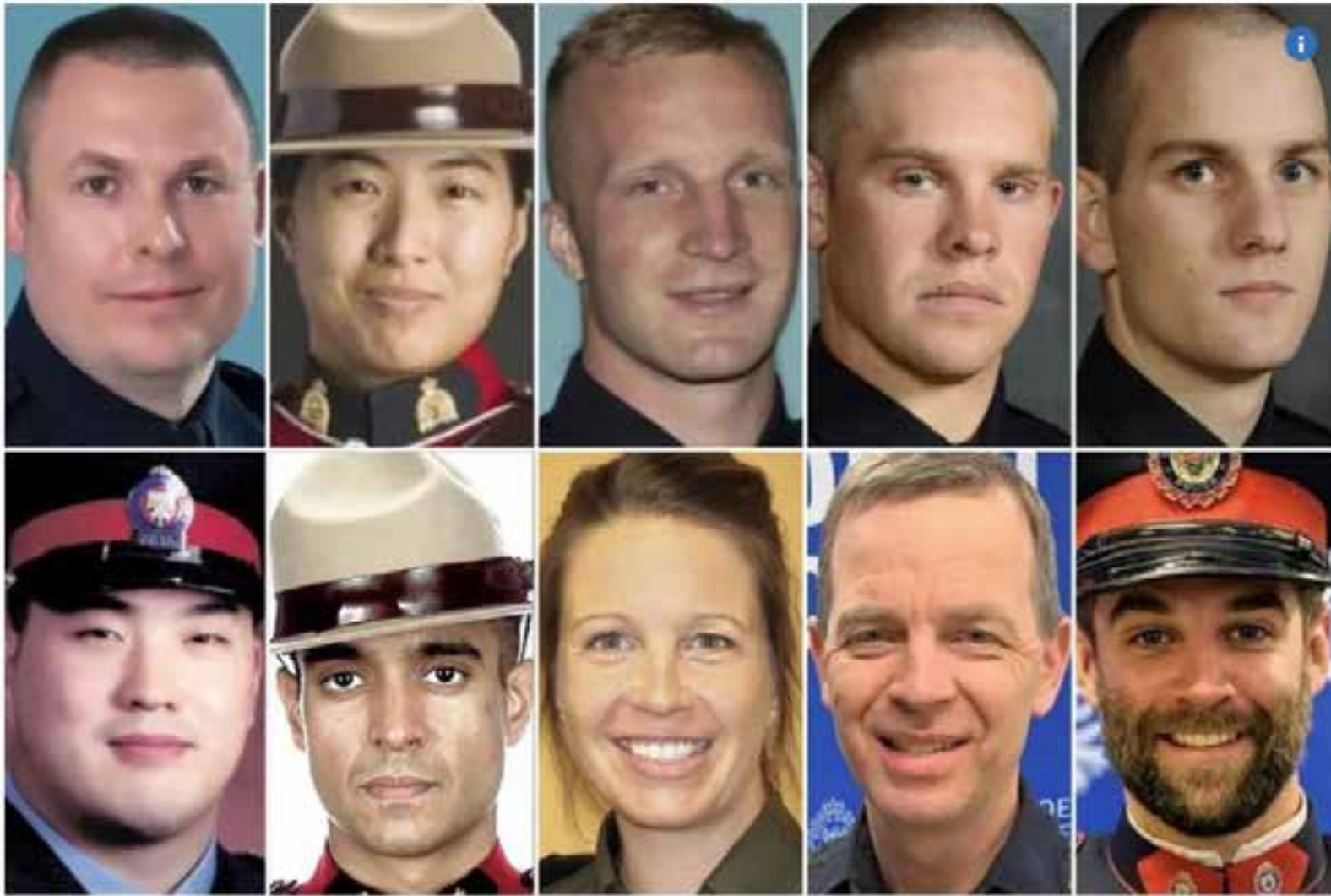
“Give them all the money they want for their old style law and order.”

Ripped from the headlines.....

“A severe lack of leadership, oversight, accountability, and transparency.”

- Comment by PSB member regarding Police Service

“What we actually have is the tail wagging the dog, as opposed to the Board leading the Organization.”



Of the 10 police officers killed in Canada in recent months, five died in Ontario

Toronto family waited on hold with 911 for minutes while child choked



Parents successfully completed Heimlich manoeuvre and CPR while awaiting emergency services

Toronto & GTA / Crime / Columnists

REID: Bail system sending wrong message, eroding confidence in administration of justice

Granting bail within 24 hours to man accused of armed bank robbery and stabbing a Toronto cop is 'unacceptable'

Jon Reid

Published Apr 02, 2021 • 3 minute read

Want to help tell a different story?

Connect with us



"stronger together"



OAPSB
**Cultivating Safe Spaces in
Policing**

True Belonging

- An inclusive workspace is one where everyone feels valued and heard when sharing their own perspective.
- You often hear “belonging” attached to EDI now. Why?
- True belonging is easy for everyone to understand.

Brene Brown definition:

“True belonging is the spiritual practice of believing in and belonging to yourself so deeply that you can share your most authentic self with the world and find sacredness in both being a part of something and standing alone in the wilderness. True belonging doesn’t require you to change who you are; it requires you to be who you are”

Why we are here

- During our time with you, we would like you to think about how each of you can become a safe person within your board, your organization and really in every aspect of your life. This is how we cultivate safe spaces and everyone in this room needs to accept their part in this endeavor.
- It starts with you - authentically you.
- How do you show up every day?
- How do you create the space and have grace for others
- How do you create a place you want to work in?
- How do we get there?
- Show up with purpose every day.

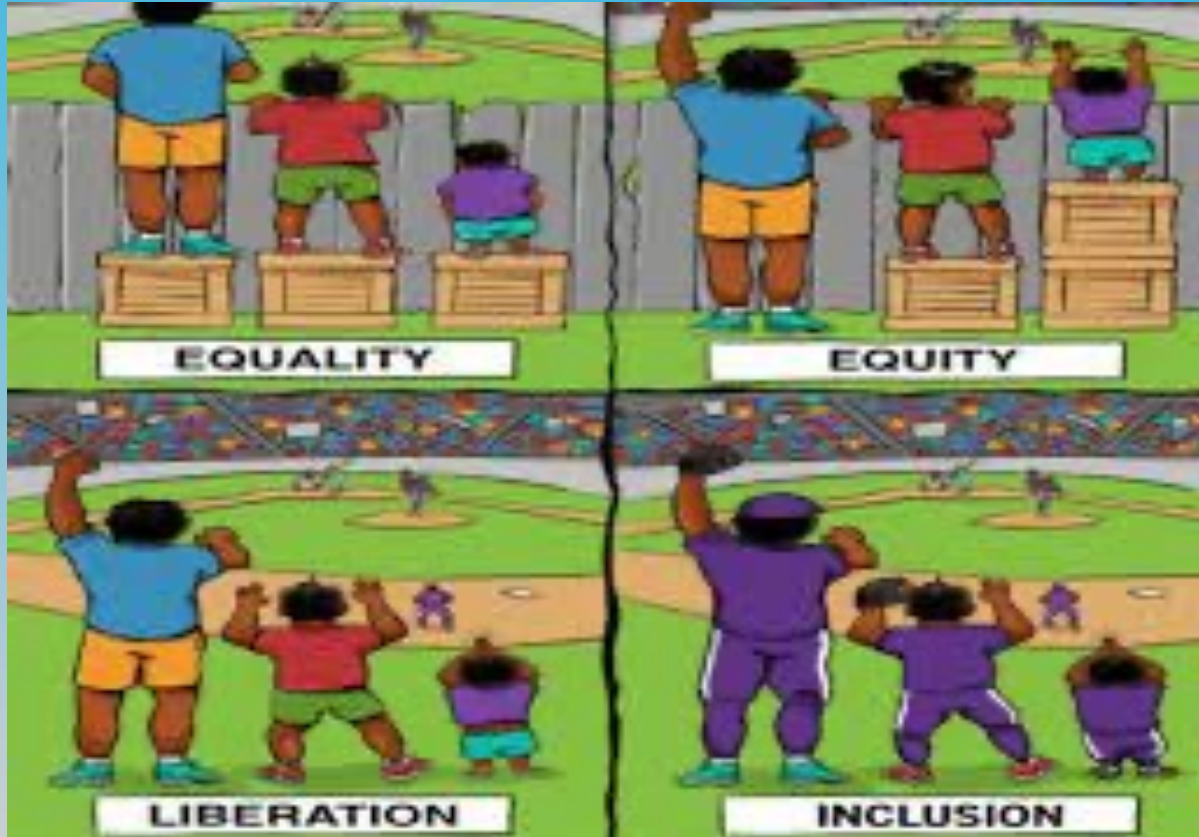
Introduction

- Tammy Fryer
- Networks of support
- Sense of value
- Had my own professional challenges
- Detrimental to my career and ultimately my health.
- If I had heard from leadership that I was valued in the work I was doing and supported, but not progressing any further - I would have been disappointed, but I would clarify on my role in the organization.
- When you do not feel valued, you seek other ways to validate yourself
- AWIP

Introduction

- Lisa Darling
- My journey was different than Tammy's-
- Navigated the system I was in.
- Spent most of career- leading from behind - recognizing I needed to make the changes I believed in.
- At a point in my career - the Inspector rank I began to get frustrated with myself as much as the system.
- Something switched in me - where I realized I was supporting the culture that said my view wasn't as relevant. I was still very aware and cautious of the system I was in---but, when necessary, I challenged individuals and processes.

What is Equity, Diversity and Inclusion?



EDI Visual

EQUALITY VERSUS EQUITY



In the first image, it is assumed that everyone will benefit from the same supports. They are being treated equally.



In the second image, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.



In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier has been removed.

The system

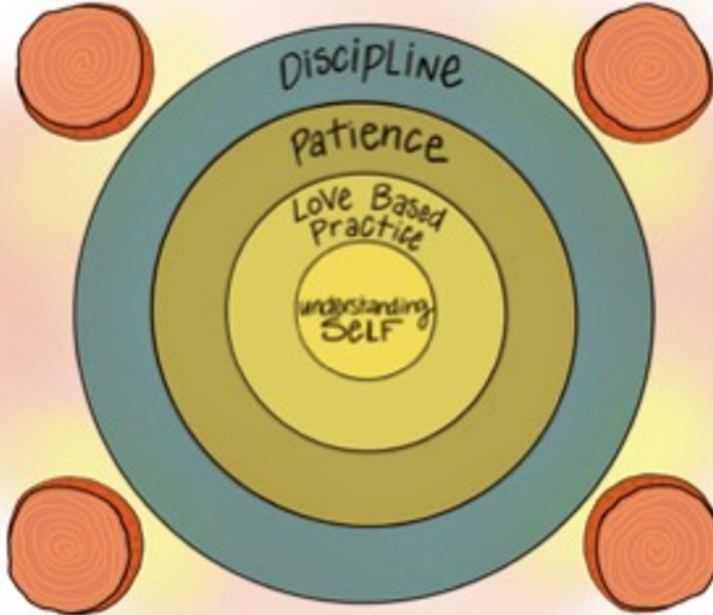
- Religion - belief system.
- Currently – there is a commitment to providing support or make slight adjustments to “even the playing field” but not ready to challenge the system itself.
- To challenge the system and acknowledge that the system itself may be the issue can be a difficult concept for individuals who are being successful in it to accept.
- The focus has been to provide supports to members in the system who are working within it – but it was not designed for them.
- Leaders need to actively & authentically look at the system and evolve into a system that is inclusive ---without this change we will always have these problems.
-

TRADITIONAL PERSPECTIVE

Promote Well-Being

RELATIONSHIP PERSPECTIVE

Promote Inclusion



ACTION PERSPECTIVE

Promote Validation

INNOVATIVE PERSPECTIVE

Promote Freedom

Change Starts With YOU

Understanding self is at the center.

It's necessary for us to go there because it's the first and hardest step to be brave and take responsibility for our impact and influence on those around us. We play a part in the culture we are in.

To cultivate safe spaces, it is necessary to feel the feelings and to go through the process to be able to show up and host space for others.

“The expectation that we can be immersed in suffering and loss daily and not be touched by it is as unrealistic as expecting to be able to walk through water without getting wet.”

Four Protocols to Cultivate Safe Spaces

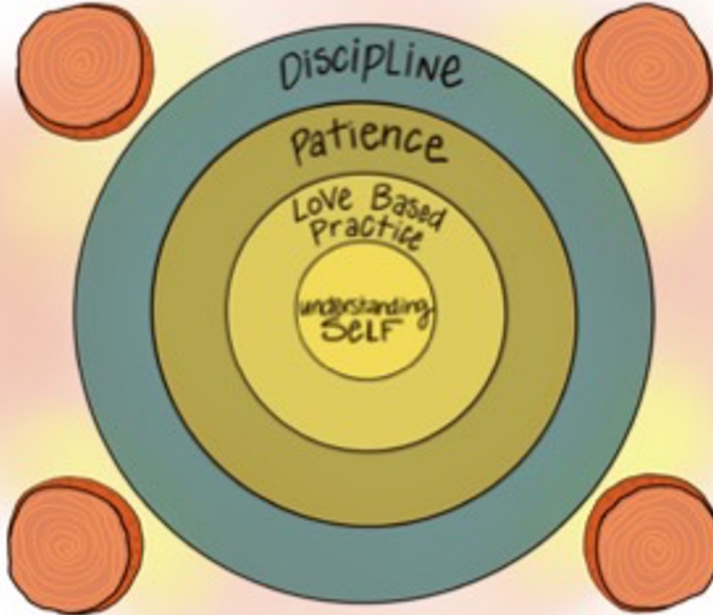
- PROMOTE WELL-BEING
- PROMOTE INCLUSION
- PROMOTE VALIDATION
- PROMOTE FREEDOM

TRADITIONAL PERSPECTIVE

Promote Well-Being

RELATIONSHIP PERSPECTIVE

Promote Inclusion



ACTION PERSPECTIVE

Promote Validation

INNOVATIVE PERSPECTIVE

Promote Freedom

Commitments

How will I commit to being my best self every day?

- How will I commit to understanding self?
- How will I commit to being open to feedback?
- How will I commit to my own healing and cultivating safe spaces for myself?
- How will I take care of myself?

Where to start? Choose Curiosity over Judgement



Thank you!

**Tammy Fryer & Lisa Darling
AWIP ON**



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2023 AGM and Spring Conference



Collaborating for Success

Working Together in our Common Goal of Community Safety

Welcome



Where we are today

- What happened?
- How we reacted or didn't react contributed to the challenges we face today
 - Perception of Police
 - Public expectations versus the realities of policing today
 - Defund the police
 - Expectations of decision-makers (Local, provincial, federal)
 - Occupational and organizational stressors impacting staffing
 - Death of our members across Ontario and Canada

t contributed to the challenges we face

realities of policing today

(local, provincial, federal)

stressors impacting staffing

Ontario and Canada

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Issues within the system

- We have seen a few examples of issues with leadership and governance across province
- Governance and Operational Issues
- Funding Pressures
- Diversity within services
- Community Relations



Staffing challenges

- Staffing not adequate for the current expectations on police
- At a time where some services are recognizing the need for more officers –(have not kept up with population growth and demands)
- The percentage of officers eligible for retirement in the next 5 years will have a significant impact.
- We have a changing demographic; members are not all staying their 30 to 35 years as they did in the past.
- Police services are struggling to reflect their communities – 22% female; underrepresentation of racialized groups; unable to gain trust with traditionally oppressed groups e.g., 2SLGBTQ+, Indigenous

Strengthening policing

- Not a simple task
- Cannot be accomplished by one player in the system.
- We all, Leadership, Governance, and Labour all play crucial roles in the system.
- Need to check our egos and we need to be coming from a place of recognition of our roles and respect for each other.
- We agree more than we disagree because we all share a common purpose of community safety and security.
- We have some significant challenges ahead of us, but we do our best work together. We must work together in areas we know must change for the success of our sector.





Advocacy

WSIB and Presumptive Legislation

- It was developed this way for a reason. People were hurting and needed to be supported.
- The purpose is to make people whole again to enable them to be contributing members of their service whenever possible
 - Alternatively, enable them to move on with their lives in a positive and fulfilling manner
- There are legislative and process issues that contribute to members being out of the workforce, but only one aspect of workplace injury absences.
- The majority of people do not return to work or fail to stay at work due to psychological stressors— regardless of the original reason for their absence.

Common Advocacy

Federal Issues	Provincial Issues
Bail Reform	Provincial funding / grants
Transform to Policing (e.g. DND Sexual Assaults Investigation)	Justice Modernization
Decriminalization of possession of illegal substances	Suspension without Pay
	WSIB / Workplace Well-being
	CSPA Regulations
	Race-based data collection
	Police personnel safety & well-being
	Recruitment and Retention
	Social issues & provincial support (poverty, housing, homelessness, mental health, addictions)



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Expertise

Strategic Planning

- Gender neutral spaces
- AI/Technology
- EDI Community Outreach & Partnerships
- Workplace Culture
- Critical Procedures and Policies
- Hiring and Promotional Practices
- Evaluation Criteria for Police Leaders and Evaluation Criteria for your Board
- Evidence-based policing

Education


Whenever possible – same training

Mandatory training for police members and boards. There is a benefit to learning together – sharing perspectives and experiences

Working together with the CAPG to evaluate programs and identify certifications through educational institutions for every level of leadership within your service.

Training – new recruits, life-long learning, leadership



A network diagram featuring numerous white human figures standing on a dark blue surface. Each figure is positioned at a node of a complex web of thin, dark lines that connect them to various other nodes across the frame. The figures are stylized, simple white icons. The background is a dark blue-grey color, and the overall composition suggests a global or digital network.

For More
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with Us

Ontario's First Inspectorate of Policing: Working Together to Improve Performance and Confidence in Public Safety

**Ontario Association of Police Services Boards
Spring Conference**

May 31, 2023

Ryan Teschner, Inspector General of Policing of Ontario



The public has every interest in police services, police services boards, and other public safety organizations succeeding in their important goal of keeping everyone safe.

The Inspectorate of Policing (IOP) is the first of its kind in Canada – and will stand as an example of how to improve performance and enhance the effective delivery of public safety services, modernize police governance, and ultimately, improve confidence in the public safety sector.

We will work with you to ask the questions the public deserves to have answered, apply our expertise to the evidence, and, where necessary, use the tools in our toolbox to improve our public safety system.

Public safety partners, including police services boards, play a crucial role in bringing the mandate of the IOP to life.

We are all taking the first steps on this journey together.

Public Safety Modernization

- The *Community Safety and Policing Act, 2019* (CSPA) brings transformative change to Ontario's public safety landscape, including:
 - Creation of the Inspector General of Policing of Ontario;
 - Dissolution of the Ontario Civilian Police Commission with certain functions moving to the Inspector General;
 - Modernized approach to the responsibilities of police services boards;
 - New requirements for police chiefs, police services and police services boards;
 - New statutory framework for First Nations policing; and,
 - The Office of the Independent Police Review Director to become the Law Enforcement Complaints Agency.

New CSPA Requirements for Boards

- New training requirements and code of conduct for police services board members.
- Ability for First Nations communities to opt-into the CSPA.
- New requirement for police services boards to develop a Strategic Plan every four years.
- Requirements for board policies and directions to the police chief, with clarity to scope.
- Requirement for open and closed board meetings to be used only in certain circumstances.
- New requirements for OPP governance.
- Continuation of Community Safety and Well-Being planning.

Our Mandate

- Support the delivery of the Inspector General's arm's-length duties and authorities to:
 - Assess and monitor public safety entities;
 - Provide advice/support to public safety entities;
 - Conduct inspections to ensure compliance with the CSPA and its regulations;
 - Investigate complaints about the delivery of public safety services and the conduct of board members; and,
- Publicly report on the activities of the Inspector General.

Our Vision

- The Inspector General and the supporting IOP will improve performance in public safety and make everyone in Ontario safer by:
 - Examining performance through inspections, investigations, and research, data and analytics to drive evidence-based actions;
 - Identifying effective performance and where improvements are needed, supporting the sector's continuous development, and,
 - Ensuring that the public safety sector is responsive to the diverse communities it serves.

Our Commitment

- Partnership and collaboration to ensure the sector's success.
- Taking a fair approach.
- Operating at arm's-length.
- Prioritizing transparency, accountability and legitimacy in public safety.
- Using data and analytics and our expertise, to power insights and support the sector forward.
- Advancing our work based on a foundation that values diversity, inclusion, accessibility, and anti-racism.

Independence of the Inspector General

- The Inspector General is an Order-in-Council five-year appointment, renewable for an additional term.
- All legislated activities and decisions related to the Inspector General's mandate will be made at arm's-length without political or government influence:
 - Managed within the IOP to ensure confidentiality and independence; and,
 - Independent legal counsel and communications capacity.
- This arm's-length relationship between police oversight bodies and the government is not new to Ontario.

Inspector General's New Authorities

- The Inspector General may make an **order** requiring a police services board to provide policing in an area deemed to be inadequately served.
- If there is evidence that a board member has committed **misconduct**, the Inspector General may reprimand, suspend or remove the member from the board.
- If there is evidence of CSPA non-compliance, the Inspector General may issue **directions** and impose **measures** to prevent or remedy non-compliance.
- The CSPA outlines the **process** the Inspector General will need to follow **before imposing** measures, and they would only be imposed after the entity fails to comply:
 - **Fair approach** that includes appropriate procedural fairness safeguards.

Our Structure

Office of the Inspector General

- Arm's-length decision-making supported by independent legal counsel and communications.

Investigations, Inspections and Liaison Branch

- Relationship-focused, liaison and advice to help navigate issues and provide compliance advice to support success.
- Investigations, inspections and monitoring.

Centre of Data Intelligence and Innovation

- First of its kind data powerhouse to help the sector identify effective performance, and support continuous development and evidence-based decision-making.

We are taking the first steps on this journey together

- We are committed to supporting your readiness and transition to the CSPA:
 - Our Police Liaison Advisors will continue to:
 - Share information and engage with you;
 - Help navigate local issues and provide advice to support you in taking steps to comply; and,
 - Focus on our relationships with you and support your success.
 - Our Inspections Unit is piloting our inspections process with York and Peel Regional police services, which is providing us with integral input and feedback.
 - Our Centre of Data Intelligence and Innovation will be engaging with policing entities to establish the type of information we will be collecting from the sector.

Supporting your readiness and transition to the CSPA

- We encourage you to:
 - Review the CSPA framework;
 - Identify a lead within your organizations;
 - Seek information, ask questions and support from your Police Liaison Advisor;
 - Work through the OAPSB to raise questions and share perspectives; and,
 - Engage with your legal counsel to ensure understanding.



Working together to improve performance and confidence in public safety in Ontario.



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OPP Detachment Boards



Detachment Board Structure & Information Session

- What is an OPP Detachment Board?
- Authority?
- What does your detachment Board look like?
- What agreements do you have with the Municipality? How do you report back to each Municipality?
- Community and Safety well being plan
- Local Plans

As a Detachment Board member, you are representing the Detachment not just the Municipality.

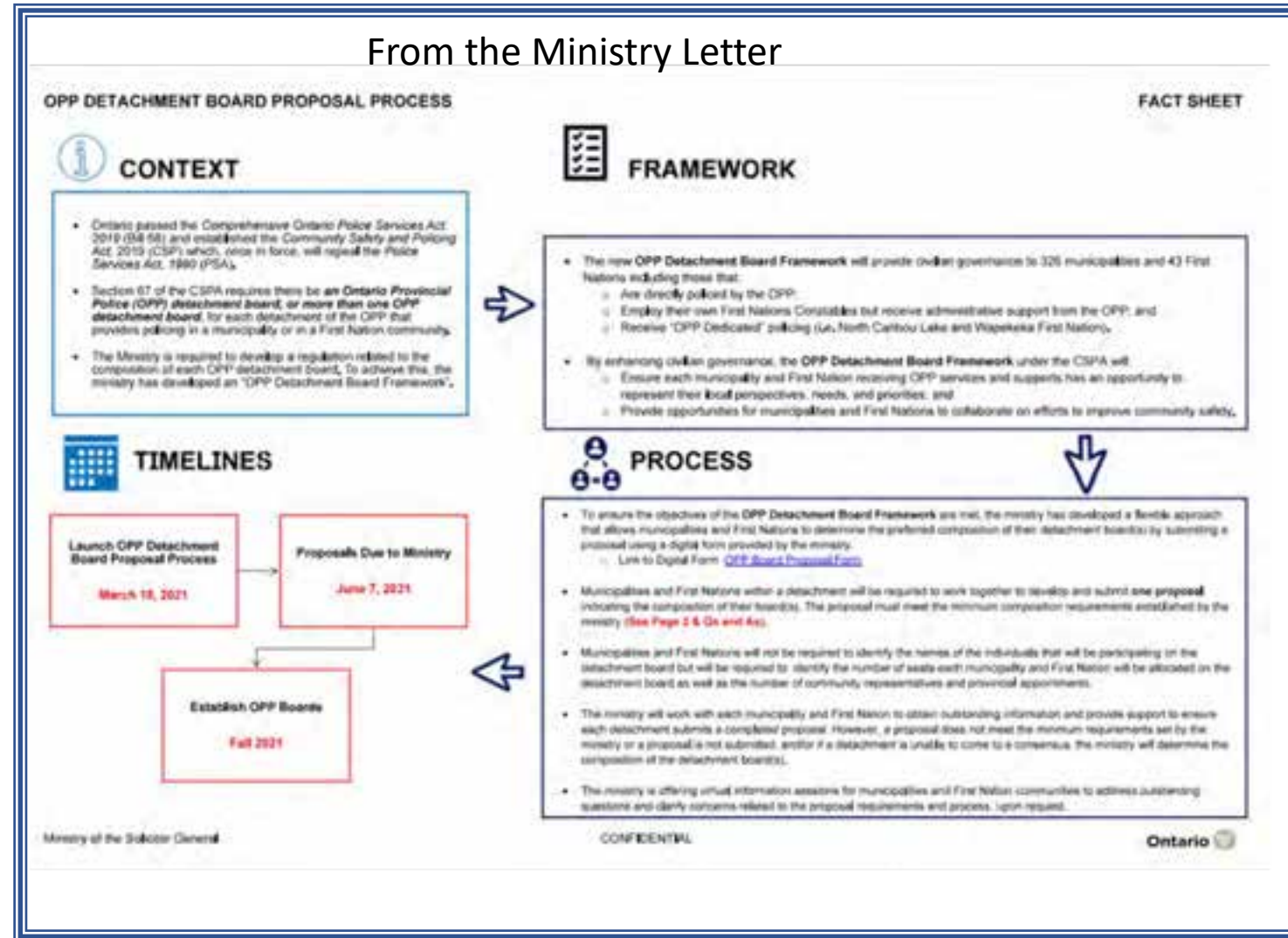


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What have you done to date?

On Mar 18, 2021, Heads of Council and First Nations Chiefs received a letter from the Solicitor General requesting a proposal be submitted by June 7, 2021.

- Did you submit the proposal?
- Have you heard from the Ministry?
- Has the proposal changed?



Detachment Boards

- O.P.P. detachment board
- **67** (1) There shall be an O.P.P. detachment board, or more than one O.P.P. detachment board in accordance with the regulations, for each detachment of the Ontario Provincial Police that provides policing in a municipality or in a First Nation reserve.
- **Composition**
 - (2) The composition of the O.P.P. detachment board shall be as provided in the [regulations](#).
- **Term of office and remuneration**
 - (3) The term of office and remuneration and expenses of the members of the O.P.P. detachment board shall be as provided in the [regulations](#).
- **Code of conduct**
 - (4) Every member of an O.P.P. detachment board shall comply with the prescribed code of conduct.
- [We are all waiting on regulations. Boards do need to start working on framework](#)



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- In terms of the roles and responsibilities of board members, the role of OPP detachment boards will include additional responsibilities not required for section 10 boards under the PSA (1990) such as:
 - considering any community safety and well-being plan adopted by a municipality that receives policing from the detachment;
 - **establishing local policies**, in consultation with the detachment commander, with respect to policing in the area receiving policing from the detachment;
 - ensuring local action plans prepared by the detachment commander **address the objectives and priorities determined by the Board**

Under the CSPA compared to PSA,

- OPP detachment board members will be required to:
 - provide an **annual report** to the municipalities and band councils served by the OPP.
 - OPP detachment boards will also provide a venue for the municipalities and First Nations within a detachment area to coordinate and collaborate on strategies to address common issues.



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Detachment Boards

- **78 (1) The First Nation O.P.P. board shall have all of the powers, duties and functions of an O.P.P. detachment board set out in sections 68 and 69 with respect to a detachment that provides policing under an agreement made under section 76, with necessary modifications.**
- Other applicable provisions
- (2) The provisions listed in subsection 67 (6) apply to First Nation O.P.P. boards, with necessary modifications, as if they were police service boards.

Application of other provisions

- 67 (6) The following provisions apply to O.P.P. detachment boards, with necessary modifications, as if they were police service boards:
 - 1. Section 33 (Appointment).
 - 2. Subsections 35 (1), (2) and (3) (Oath, training and conduct).
 - 3. Section 36 (Election of chair).
 - 4. Section 42 (Delegation).
 - 5. Section 43 (Meetings).
 - 6. Section 44 (When meetings may be closed to public).
 - 7. Section 45 (Evidence of by-laws).
 - 8. Section 46 (Rules and procedures).
 - 9. Section 48 (Protection from personal liability).
 - 10. Section 49 (Police service board may contract, sue and be sued).



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Detachment Boards

- Role of Detachment Boards as per CSPA:
- **68** (1) The O.P.P. detachment board shall,
 - (a) consult with the Commissioner regarding the [selection of a detachment commander](#) and otherwise participate, in accordance with the regulations, in the selection of the detachment commander;
 - (b) [determine objectives and priorities for the detachment](#), not inconsistent with the strategic plan prepared by the Minister, after consultation with the detachment commander or his or her designate;
 - (c) [advise the detachment commander](#) with respect to policing provided by the detachment;
 - (d) [monitor the performance](#) of the detachment commander;
 - (e) [review the reports](#) from the detachment commander regarding policing provided by the detachment; and
 - (f) [on or before June 30 in each year, provide an annual report](#) to the municipalities and band councils regarding the policing provided by the detachment in their municipalities or First Nation reserves.



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Detachment Boards

Section 68

Consideration of [community safety and well-being plan](#)

(4) In exercising its functions, the O.P.P. detachment board shall consider any community safety and well-being plan adopted by a municipality or First Nation that receives policing from the detachment.

Local policies

69 (1) An O.P.P. detachment board [may establish local policies](#), after consultation with the detachment commander or his or her designate, with respect to policing in the area receiving policing from the detachment.





Questions



Where are you as an OPP Board?

Items to think about:

- Overview and summary of Board's obligations
- Templates for board agendas, minutes, where is the centralized location for these documents?
- Establishment of initial board competencies matrix;
- By-laws and rules and procedures for the board;
- How are the documents accessed by members and public
- Board member orientation, onboarding and training materials
- Board member indemnity by-law and Board insurance requirements.
- Budget
- Administrator
 - Do you appoint one? Roles?
- Local Action Plan
- Evaluation of Detachment Commander
 - How?
 - Skills required?
 - Provide to whom? Will there be a format?



Detachment Boards- Budget

Estimates, O.P.P. detachment boards

71 (1) An O.P.P. detachment board shall prepare estimates, in accordance with the [regulations](#), of the total amount that will be required to pay the expenses of the board's operation, other than the remuneration of board members.

Submit to municipalities

(2) The O.P.P. detachment board shall submit the estimates to every municipality that receives policing from the detachment along with a statement of the municipality's share of the costs, which are to be determined in accordance with the regulations.

Budget

(3) Subject to subsection (4), the municipalities shall contribute their share of the costs to the O.P.P. detachment board's budget in accordance with the estimates.

What should a Board consider within a budget:



- Costs to create a local action plan
- Costs to create annual report for municipalities
- Administrator, do you have one? Why would you need one?
- Document storage costs?
- Social media costs, Website
- Conferences, travel for meeting and meals
- Training costs
- Technology costs.
- IT expertise who will support IT systems?

Detachment Boards- Framework agreement



Boards need to look to creating a framework agreement?

- Goals of Board
- What does membership look like
- Voting
- How to apportion budget
- What is the Board evaluation process
- What other committees should Boards be sitting at, how is that decided?

What does information sharing back to Municipalities look like:

- Minutes
- Social media
- Budget requests
- Annual report

Detachment Boards

Local action plan

70 (1) A detachment commander shall, in accordance with the regulations, if any, prepare and adopt a local action plan for the provision of policing provided by the detachment, which shall address **at least** the following matters:

1. **How adequate and effective policing will be provided in the area served by the detachment**, in accordance with the needs of the population in the area and having regard for the diversity of the population in the area.
2. **The objectives and priorities for the detachment determined by the O.P.P. detachment board** and such other objectives and priorities determined by the detachment commander.
3. **Quantitative and qualitative performance objectives and indicators of outcomes relating to,**
 - i. the provision of community-based crime prevention initiatives, community patrol and criminal investigation services,
 - ii. community satisfaction with the policing provided,
 - iii. emergency calls for service,
 - iv. violent crime and clearance rates for violent crime,
 - v. property crime and clearance rates for property crime,
 - vi. youth crime and clearance rates for youth crime,
 - vii. police assistance to victims of crime and re-victimization rates,
 - viii. interactions with persons described in paragraphs 4 and 5 of this subsection,
 - ix. road safety, and
 - x. any other prescribed matters.
4. **Interactions with,**
 - i. youths,
 - ii. members of racialized groups, and
 - iii. members of First Nation, Inuit and Métis communities.
5. **Interactions with persons who appear to have a mental health condition**



How will Detachment Boards fund this process of engagement to produce the requirements?



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OAPSB

- OAPSB is here to assist with the process.
- We will be:
 - ✓ Building a community- allowing for communication and best practices
 - ✓ Developing a repository of best practices and guidelines
 - ✓ Having discussion forums for Boards
 - ✓ Answering questions
 - ✓ Providing support and training
 - ✓ Advocacy



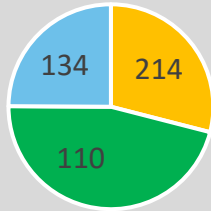
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Boards



Questions

538

Vehicles Stolen



1 District
2 District
3 District

↑
47%
From
2022

HRPS Vehicle
Thefts Year-to-
Date 2023

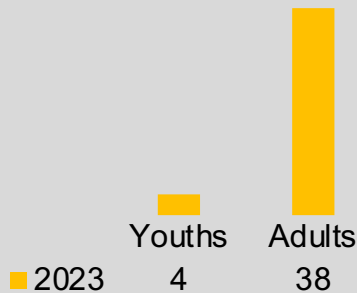
310

Vehicles Recovered

↑
34%
From
2022

42

Arrests Made



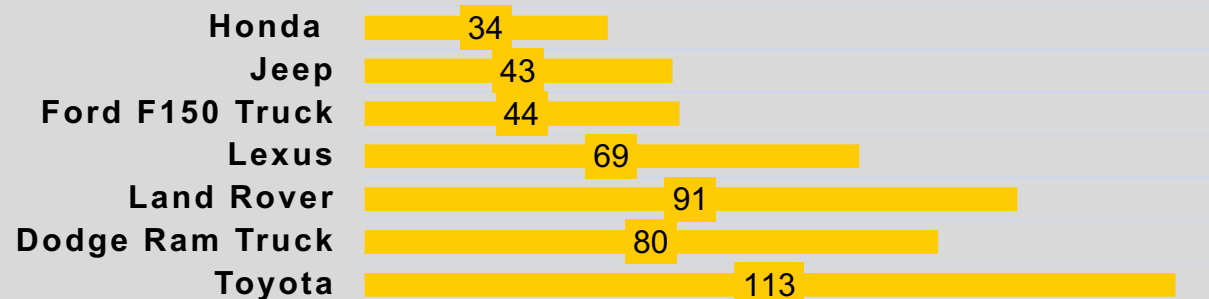
193

Criminal Charges Laid

\$10.3M

Estimated Value of
Recovered Vehicles

Top Vehicles Stolen in Halton 2023



Location of Recovered Vehicles

Ontario	208 Vehicles
Morocco	24 Vehicles
Quebec	11 Vehicles



VEHICLE THEFT

LAST UPDATE: 5/26/2023 5:00:20 AM

Current Period

1/1/2023 - 5/26/2023

Previous Period

1/1/2022 - 5/26/2022

635

914 OCCURRENCES

vs. previous period: 61% ▲

538

VEHICLES STOLEN

vs. previous period: 44% ▲

310

VEHICLES RECOVERED

vs. previous period: 34% ▲

50

VEHICLES ENTERED

vs. previous period: 79% ▲

193

CHARGES LAID

vs. previous period: -9% ▼

42

PERSONS CHARGED

vs. previous period: -5% ▼

589

UCR 2135 VIOLATIONS

vs. previous period: 50% ▲

DATE RANGE

- ☐ Last 7 Days
- ☐ Last 30 Days
- ☐ Last 90 Days
- ☐ Last Month
- ☐ This Month
- ☒ This Year

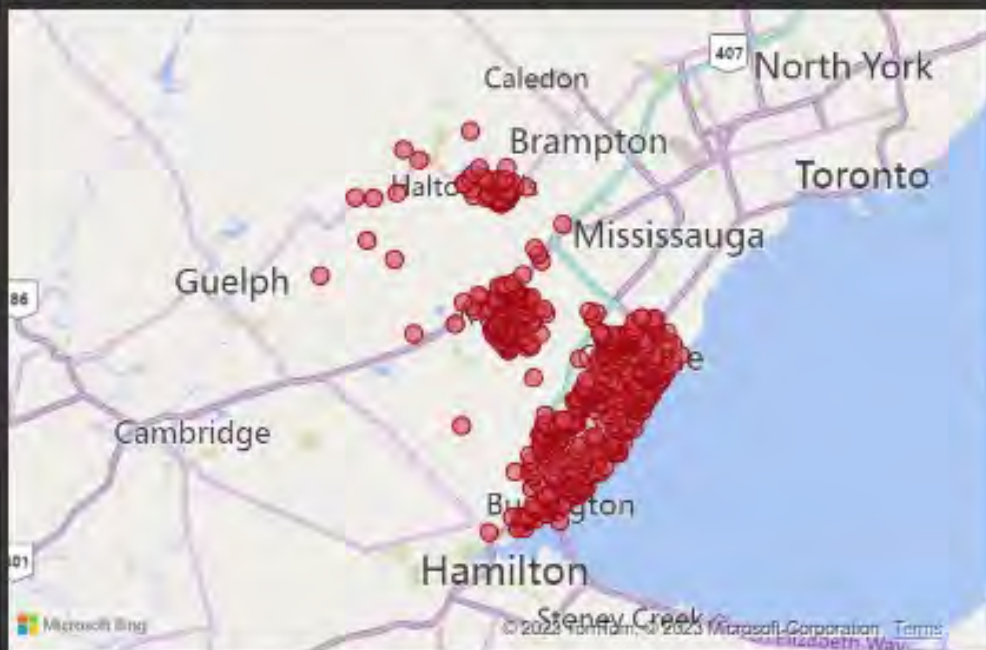
DISTRICT

- ☒ Select all
- ☒ DISTRICT 1
- ☒ DISTRICT 2
- ☒ DISTRICT 3

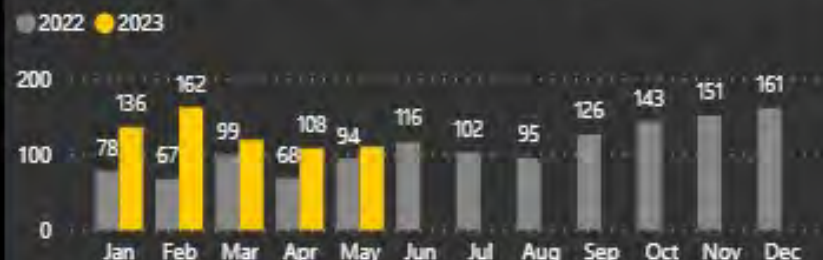
MUNICIPALITY

- ☐ Select all
- ☐ BURLINGTON
- ☐ HALTON HILLS
- ☐ MILTON
- ☐ OAKVILLE

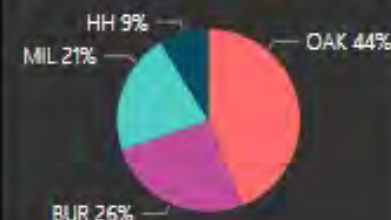
Occurrences Map



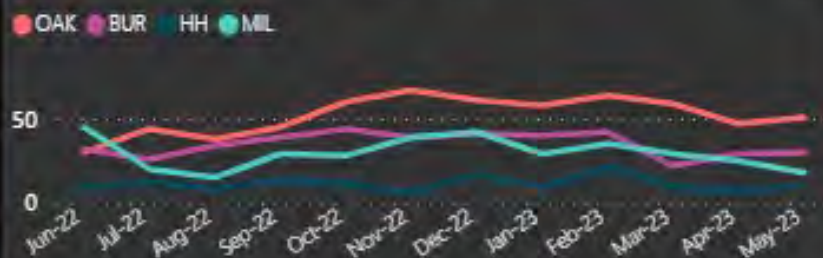
914 Occurrences, Month over Month



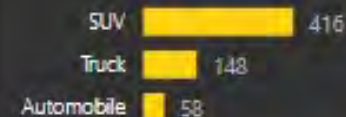
Distribution by District/Municipality



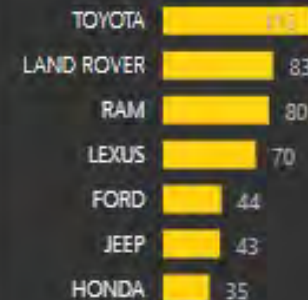
914 Occurrences, by Municipality, last 12 months



Vehicle Type



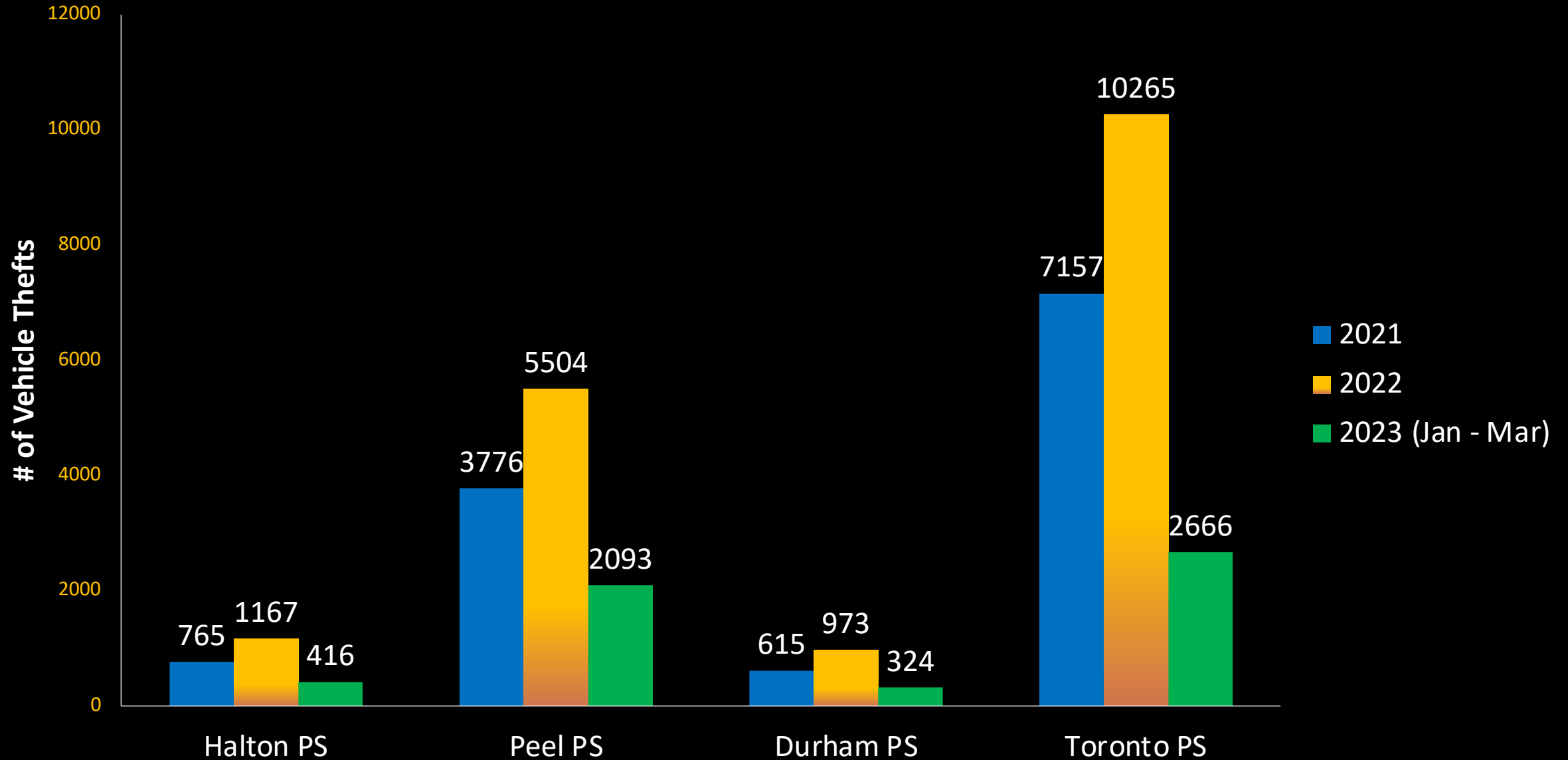
Vehicle Make/Model



Occurrence Table (Occ Type: 914 or UCR 2135 or #RA2023)

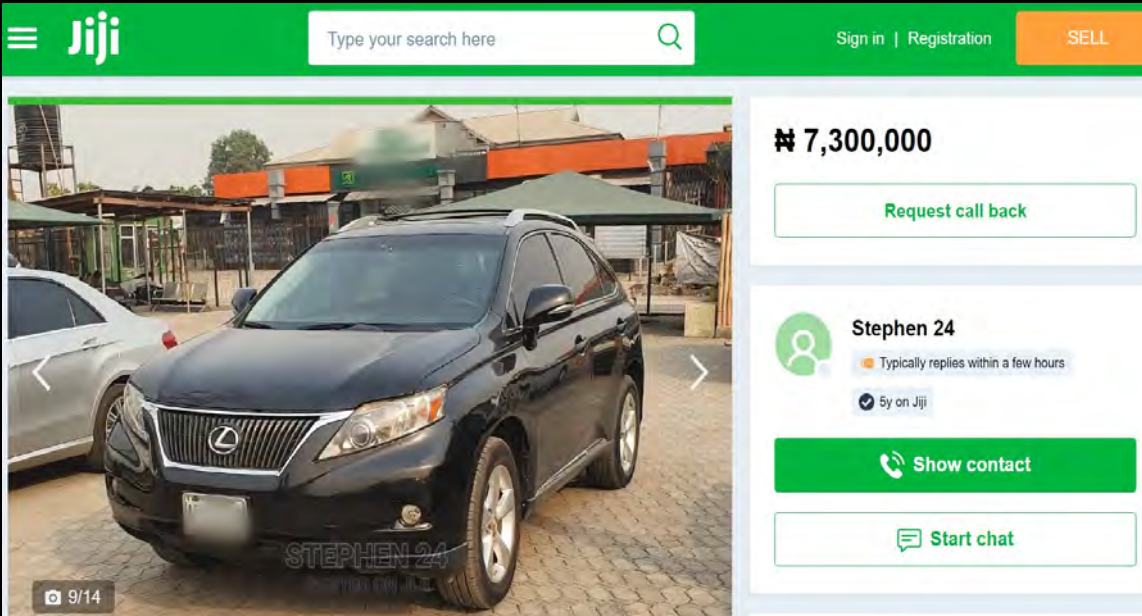
OccurrenceFileNo	ReportedDate	OccurrenceType	District	Municipality	Stolen	Recovered	Entered	Charges Laid	Persons Charged	Hashtag
202300162470	5/25/2023	914	DISTRICT 1	MILTON	YES	NO	NO			
202300162528	5/25/2023	914	DISTRICT 1	HALTON HILLS	YES	NO	NO			
202300162826	5/25/2023	914	DISTRICT 1	MILTON	YES	NO	NO			
202300162832	5/25/2023	914	DISTRICT 3	BURLINGTON	YES	NO	NO			
202300163108	5/25/2023	914	DISTRICT 1	MILTON	YES	NO	NO			
202300164473	5/25/2023	914	DISTRICT 3	OAKVILLE	YES	YES	NO			#RA2023

Global Problem



Vehicles Being Sold Overseas

- Most stolen vehicles are being sent to shipping ports and shipped overseas to Nigeria, Morocco, UAE, etc.
- Vehicles are often sold with Ontario plates still on them which adds credibility to the safety standards of the vehicle and drives a higher sale price
- Vehicle below from Canada advertised for sale in Nigeria through jiji.ng



The screenshot shows a Jiji.ng advertisement for a black Lexus SUV. The car is parked in front of a building with a green awning. The advertisement includes the following details:

- Price:** ₦ 7,300,000
- Buttons:** "Request call back", "Show contact", "Start chat"
- Seller:** Stephen 24
- Typical response:** Typically replies within a few hours
- Location:** 5y on Jiji



HRPS Vehicle Theft Strategy

Incident Response

- Regional Auto Theft Task Force
- Joint Forces Operation – High 5, Touchdown, Raptor
- Re-organization of CIB portfolios
- Uniform officer training

Partnerships

- Equite
- Halton Crown's Office
- Other police agencies
- Regional Auto Theft Summit

Communication Strategy

- HRPS hosted townhalls on auto theft
- Social Media Campaign – strategic
- Partnership with Councillors
- Crimestoppers Re-enactment



Risk Intervention & Prevention

- Comprehensive communication strategy
- Placard developed for distribution
- Personalized warning letters to owners of target vehicles
- Digital trailer sign messaging
- Project Oxygen – partnerships with dealerships to install after-market GPS devices

Social Development

- CMB coordination to target at risk youths to educate for social media recruiting tactics

Joint Forces Operations

- **Project High 5:**
 - June 2021 - January 2022
 - 210 stolen vehicles recovered
 - 24 arrests
 - 310 criminal charges laid
- **Project Touchdown:**
 - March - November 2022
 - 215 stolen vehicles recovered
 - 51 arrests
 - 155 criminal charges laid
 - 16 firearms recovered
- **Project Raptor:**
 - January - February 2022
 - 20 stolen vehicles recovered, 4 arrests, 79 charges



Project Oxygen

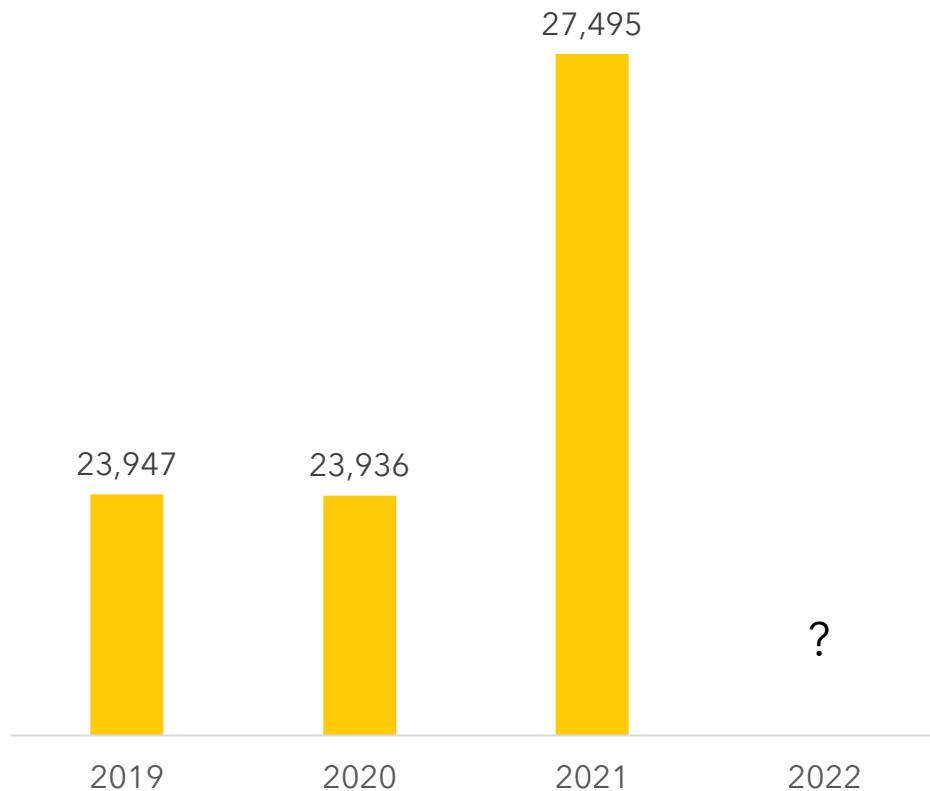
New Initiative to combat auto theft

- Launched in May 2023
- Aftermarket GPS trackers contribute to the recovery of approximately 40% of stolen vehicles
- Key to success is the location of the tracker inside the vehicle. While thief may become aware of the presence of a tracker, a well-hidden device gives police time to locate the stolen vehicle
- HRPS coordinated with dealerships who have agreed to install trackers for residents

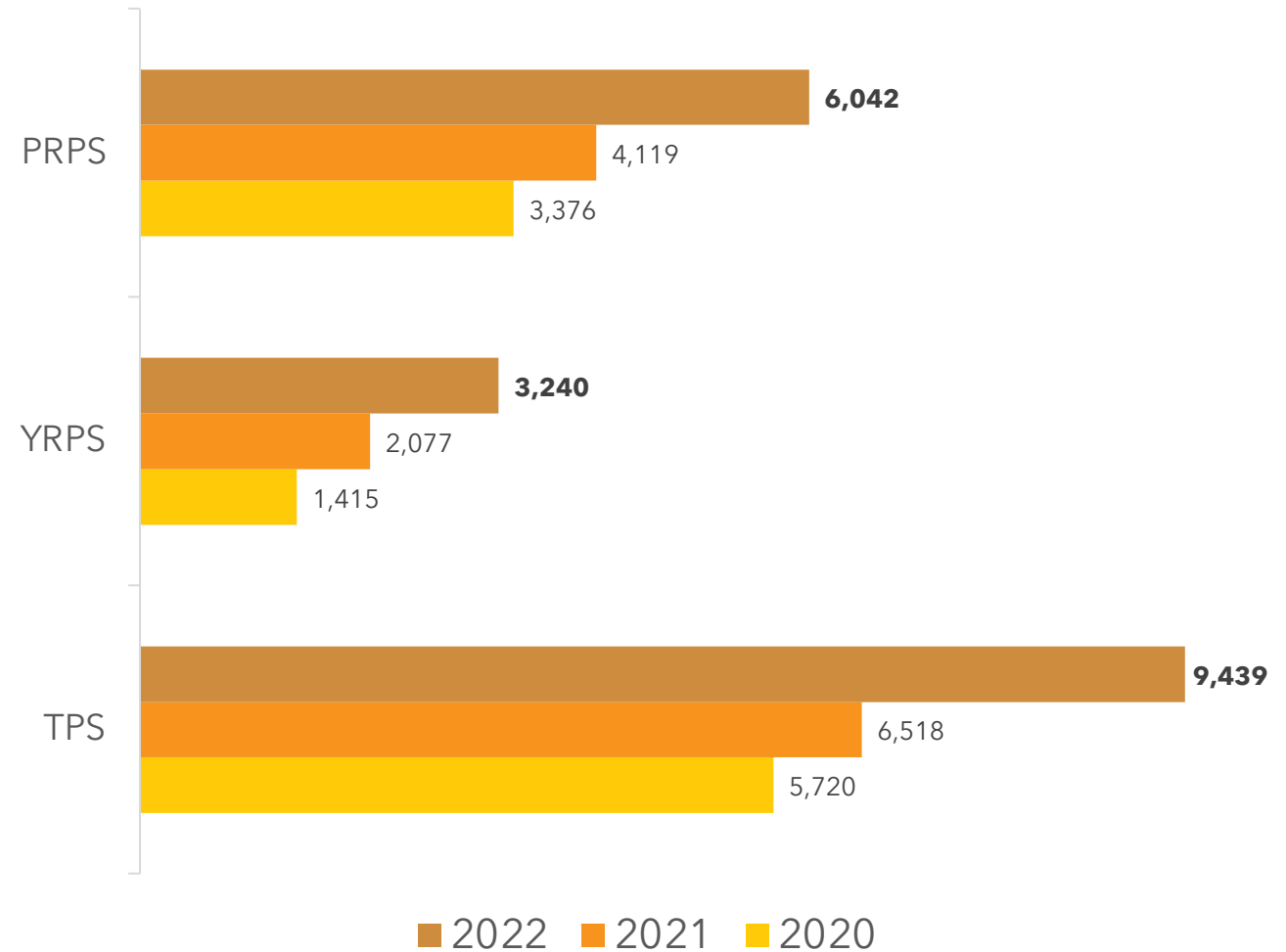


Statistics on Automobile Thefts

Statistics Canada: Auto Thefts in Ontario
(2019 - 2021)

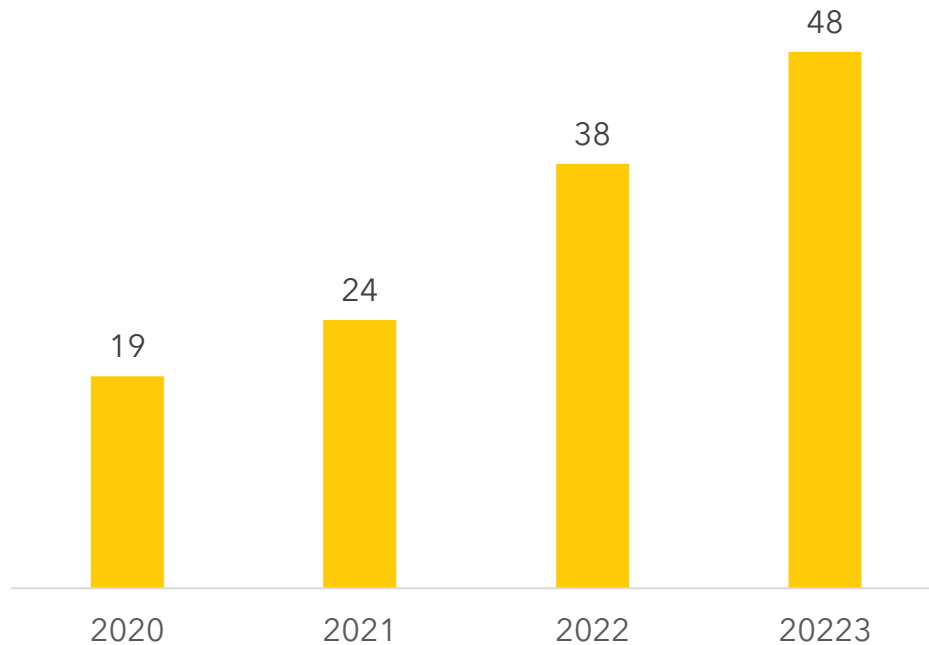


GTA Vehicle Thefts (2020-2022)



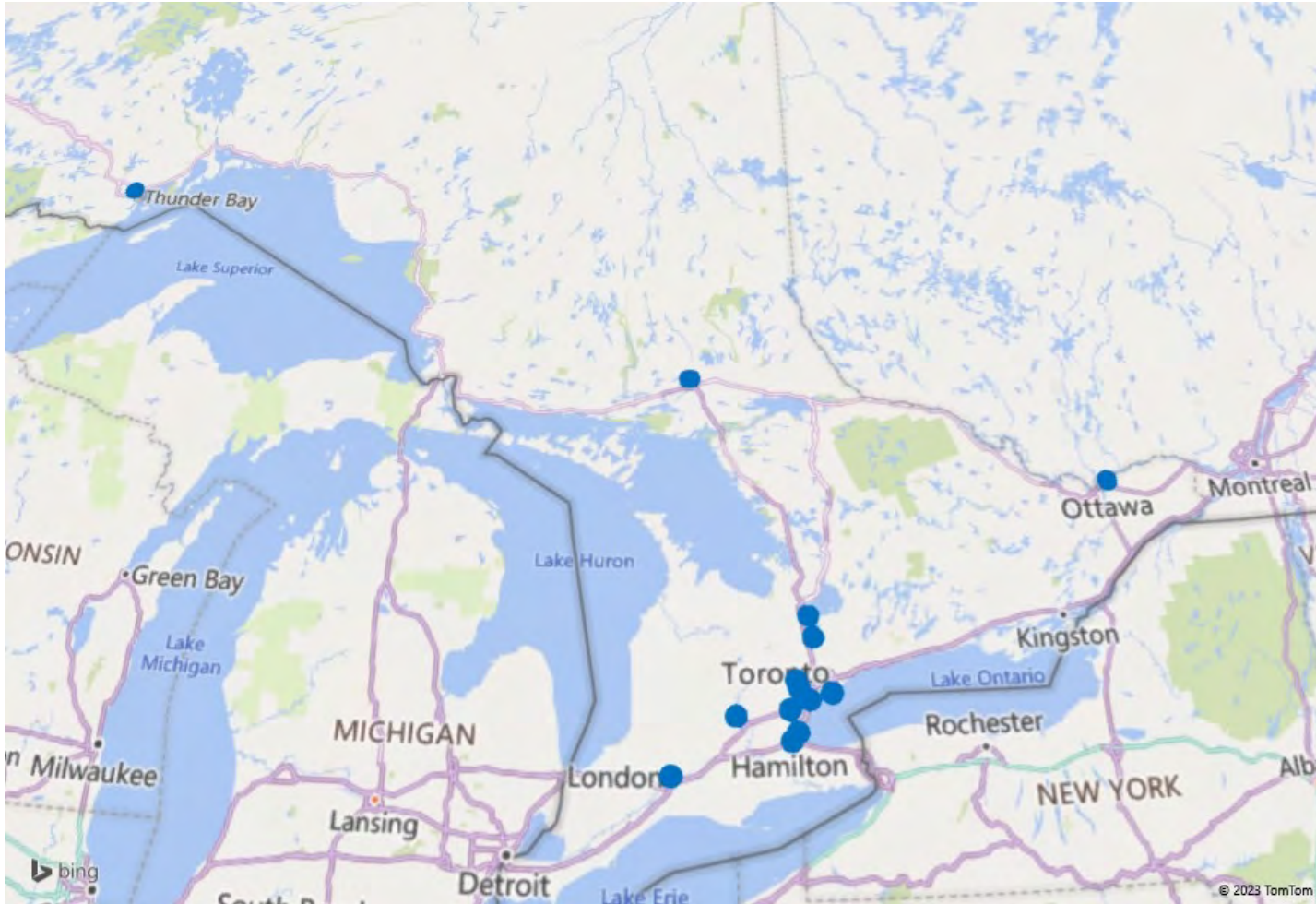
Provincial Threat Assessment Findings

Crime Groups Involved in Auto Theft
(2020-2023)



- ▶ 48 groups are known/suspected of participating in auto theft, 11 of these groups were identified as the market facilitators.
- ▶ Vehicle thefts have been increasing since 2020 as Crime Groups capitalized on several market conditions due to the global pandemic.
- ▶ Intelligence indicates vehicles are stolen primarily for foreign and domestic re-sale, including for the commission of other offences.

Geographical Overview



- ▶ A geographic overview of the 48 Crime Groups reportedly involved in auto theft.
- ▶ Majority are concentrated in the GTA, however groups also active in Ottawa, Sudbury, and Thunder Bay.
- ▶ Other Organized Crime Groups (OCGs) appear to be the key market facilitators.

CISO-Funded Projects & Probes (2022-2023)



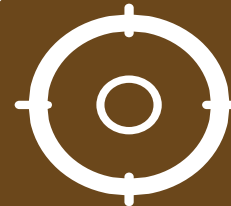
**4 Projects & Probes
Involving Auto Theft with
Seizures**



264 Vehicles Seized



CAD \$21,185,000



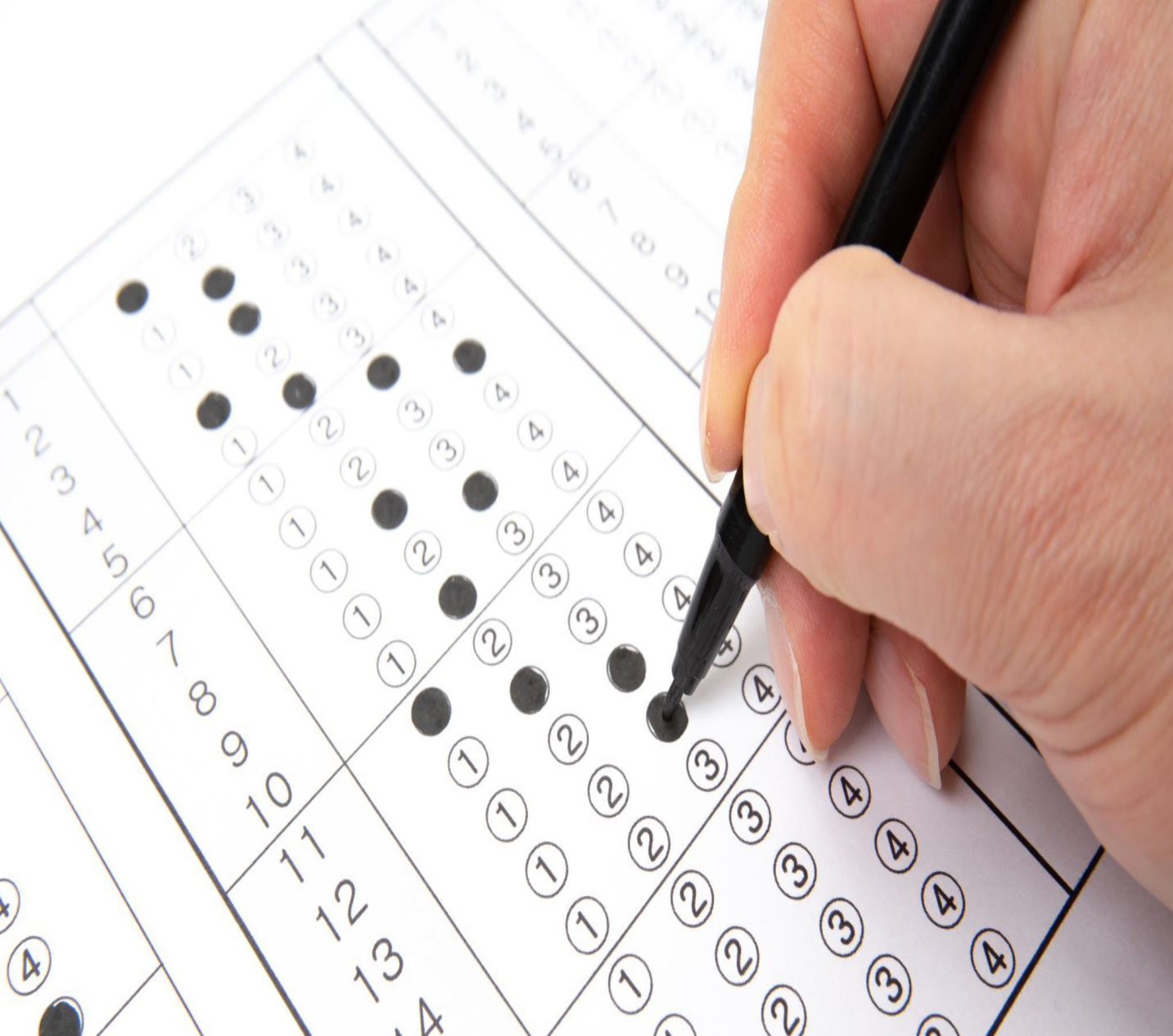
116 Charges



Average Value = \$80k



16 Arrests



Board Evaluation

monitoring performance



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Board Evaluation – monitoring performance

- What does it make you think of when we say **Board evaluation?**
- As a Board have you asked the following questions:
 - Are you as a Board meeting expectations?
 - Are you making progress toward goals? Do you have goals?
 - Are you following Board policies? Do you have Board policies?

Deciding to begin the board self-assessment process can help the Board members focus on what is working and what is not which will ultimately lead to **improved effectiveness.**



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Board Evaluation – monitoring performance

When to do a Board assessment?

- If the Board at the end of the year were to take a step back, truly and objectively look back on the work they have done over the last year.
 - This could lead to better understanding of the board as a whole and
 - It is an effective way for the board to have a common understanding of [where they are](#) and [where they need and want to go](#) as a group.
- Provincial appointees-Are you adding value from provincial perspective?
- Municipal appointees- Are you in tune with what the Municipality needs?

This is not a political point of view but are the needs of the community being met.



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Board Evaluation – monitoring performance

One method: Self assessments

Self-evaluations give board members a chance to address the gaps they feel they have. By virtue of going through a self assessment it sends the message to others that the Board is interested in improving itself.

What areas could the Board look at:

- Analysis of Board committee minutes and meeting materials
- Board governance documents, such as governance guidelines, committee charters, policies
- Observations relevant to board dynamics, operations, structure, performance and composition
- Board member training, continued training.
- Board SWOT analysis- Competencies matrix



Board Evaluation – monitoring performance



Some examples of some questions:

- ☐ Do board members serve on committees? Are reports from committees being received?
- ☐ Do all board members actively participate in important board discussions?
- ☐ **How supportive is the board in receiving differing perspectives of board members?**
- ☐ How likely is it that the board supports all collective decisions?
- ☐ Does the board have a designated process for orienting new board members?
- ☐ To what extent do you agree with the following statement: The board needs to reassess or make improvements in the orientation process.
- ☐ Do the board members enjoy a special camaraderie with each other?
- ☐ **Do you agree/disagree that the board is clear about the kind of information and level of detail they need from the Chief about the functioning of the organization?**
- ☐ Do you spend adequate time in reading board minutes, reports, and other materials before board meetings?
- ☐ Do you feel engaged at meetings?
- ☐ **How comfortable are you with your role? Do you need more training?**
- ☐ Assess your level of confidentiality as it relates to board decisions.
- ☐ **Do you agree/disagree that other board members encourage you to express your opinions and ideas?**

Every Board Should.....

- Bylaws, Policies or Terms of Reference
 - Board composition
 - Board appointment
 - Code of conduct – dealing with breach
 - Role of Chair
 - Meeting frequency & composition
 - Information storage & document control
 - Freedom of Information
 - Communication standards
 - Board evaluation
 - Board committees and other involvement Diversity & Inclusion, Community Safety & Well Being Plan, Emergency Response Plan
 - Budget process
 - Reporting
 - **Police leader hiring and evaluation**

Evaluating your Police Leader

Boards along with evaluating their own performance need to evaluate their Police Leader.

- How well are you monitoring your police leader?
- How confident are you in evaluating your police leader?

How robust is this current process:

- Does the Board have a documented process?
- Do you ask the Chief to create their own list of assessment criteria?
- Do you look externally to community partners for feedback?

The hiring and evaluation of the Police Leader is crucial to not only the police service members but also the community at large.



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CSPA policy outlines the minimum policy requirements

38 (1) A police service board shall establish policies respecting,

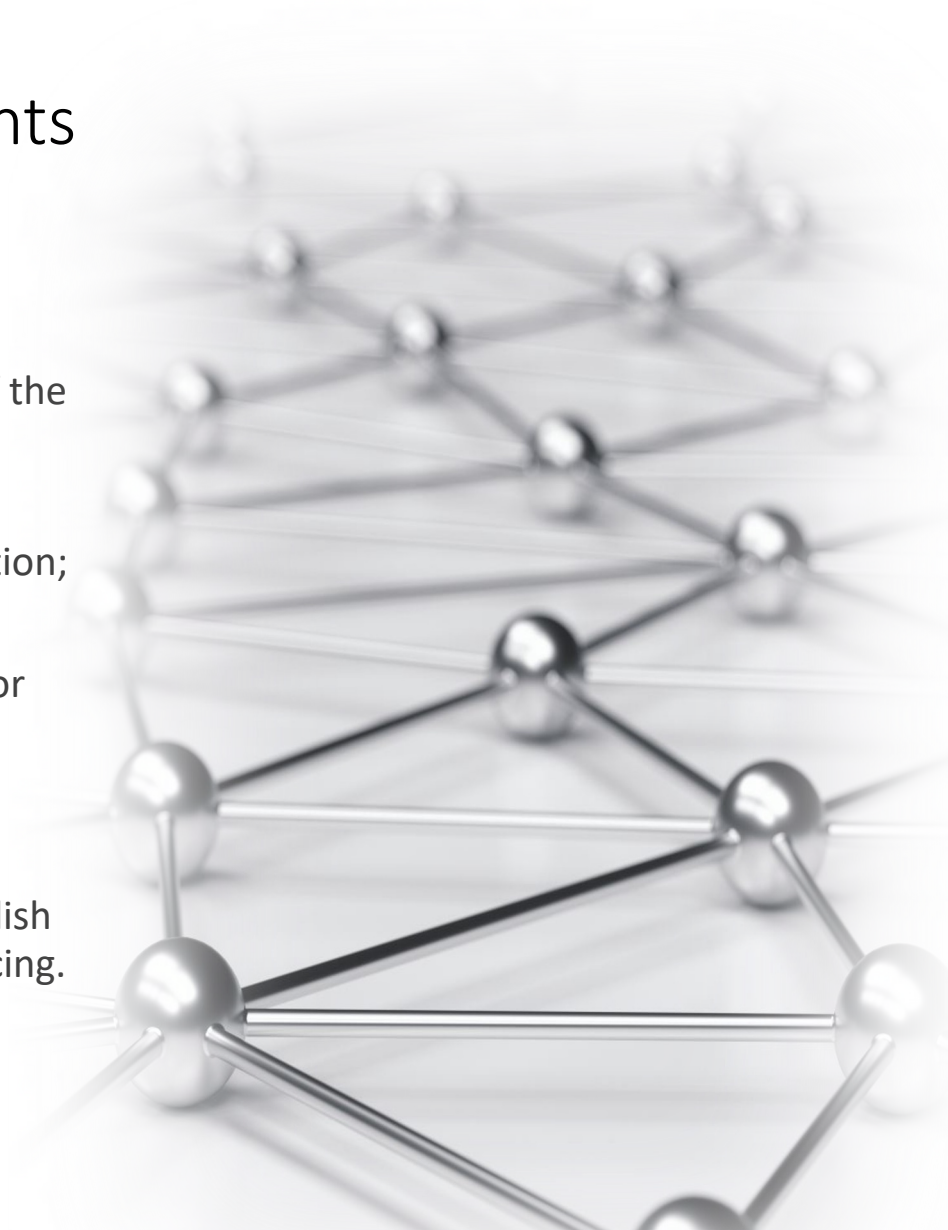
- (a) the administration of the police service;
- (b) the provision of adequate and effective policing in accordance with the needs of the population of the area for which it has policing responsibility;
- (c) disclosure by the chief of police of personal information about individuals;
- (d) disclosure of secondary activities under section 89 and decisions under that section;
- (e) the handling of discipline within the police service;
- (f) subject to subsection (4), the indemnification of members of the police service for legal costs; and
- (g) any other prescribed matters.

Other policies

(2) In addition to the policies required by subsection (1), a police service board may establish policies respecting any other matters related to the police service or the provision of policing.



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Board policies- at a minimum *

(based on Service some may not apply)

Absence of Chief of Police, Deputy Chief and Chief Administrative Officer
Acceptance of Gifts by Board Members
Access to information
Accessibility Standards for Customer Service
Accommodation
Adequacy Standards Compliance Policy
Audit policy
Awards
Board Chair: Benefits
Board Member Expense and Travel Reimbursement
Board Members: Communication and Information-Sharing
Board Members: Code of Conduct
Board Member Participation In Community Events
Board Members: Conduct Complaints
Board Members: Media Relations
Board Members: Training Requirements
Board Property
Board Delegation By-law
*Body Worn Cameras
Budget Transparency Policy
Chief of Police Performance Evaluation
Civil Proceedings for Injured Workers
Civilian Members
*Closed Circuit Television (CCTV) Program
Collection, Use and Reporting of Demographic Statistics
Community Consultative Groups
Community Survey
Complaints
Community safety release of information to victims
Community safety release of information on high risk offenders
Community safety sharing of information with other agencies
Conduct of Service Members
Conflict of Interest

Coroners' Inquests
Delegation: Use of Crest
Deputy Chiefs of Police
Destruction of Adult Fingerprints, Photographs and Records of Disposition
Donations and Sponsorship
Electronic Monitoring
A bylaw to impose fees and charges
Fees for External Legal Counsel
MFIPPA
Human Rights
Litigation
Major Case Management Manual
Occupational Health and Safety
Placement of Attempted or Threatened Suicide Information on the Canadian Police Information Centre (CPIC) System
Political Activity of Police Officers
Process to Appoint Chief of Police, Deputy Chief of Police and Chief Administrative Officer
Purchasing By-law
Protected Disclosure
Race and Ethnocultural Equity Policy
Race-based Data Collection, Analysis and Public Reporting
Rank Structure
Re-employment of Former Service Members as Consultants or on Contract
Recruitment, Appointments and Promotions for Uniform and Civilian Members of the Toronto Police Service
Regulated Interaction with the Community and the Collection of Identifying Information
Search and Detention of Transgender People
Secondary Activities
Secondments
Special Fund
Uniforms, Working Attire and Equipment
Use of Force



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App to keep Boards connected



Facilitate discussions between Boards



Best practices



Advocate for Boards with Province and other stakeholders

Questions/ Comments



Minister of Justice
and Attorney General of Canada



Ministre de la Justice
et procureur général du Canada

The Honourable / L'honorable David Lametti, P.C., K.C., M.P. / c.p., c.r., député
Ottawa, Canada K1A 0H8

May 15, 2023

Mr. Dave Jenkins
Chairman
Elgin Group Police Services Board

(by email)

Dear Mr. Jenkins:

Thank you for your correspondence, sent on behalf of the Elgin Group Police Services Board, concerning Canada's bail system. Please excuse the delay in responding.

At the outset, I would like to take this opportunity to commend you and your colleagues for your service in keeping our communities safe. Law enforcement officers provide essential and valuable services to society, often in difficult and dangerous situations, and the Government of Canada appreciates their dedication.

Please be assured that your correspondence has been shared with the appropriate departmental officials.

I understand the importance of ensuring that criminal laws keep our communities safe. I wish to assure you that the federal, provincial, and territorial governments continue to work together to examine ways to improve the criminal justice system, including with respect to the bail regime and its implementation. On March 10, 2023, I convened an urgent meeting with the provincial and territorial ministers responsible for Justice and Public Safety to discuss our shared responsibility for the bail system, as well as proposals to address particular challenges related to repeat violent offenders and to serious offences committed with firearms and other dangerous weapons such as knives and bear spray. The federal government is looking at legislative and non-legislative options to ensure that the objectives of the bail system are being met, and we are committed to pursuing our collaboration with other levels of government and law enforcement to ensure the safety of Canadians.

As you know, the *Canadian Charter of Rights and Freedoms* gives accused persons the right not to be denied reasonable bail without just cause, the right to be presumed innocent until proven guilty, and the right not to be deprived of liberty except in accordance with the principles of fundamental justice.

However, the right to bail is not absolute. Under Canada's bail system, a person charged with a criminal offence can be detained while awaiting trial if necessary to protect the public (including victims), ensure the accused's attendance in court, or maintain confidence in the administration of justice. The onus is on the prosecutor to show cause for detention on one of these three grounds. In cases where an accused person is granted bail, they may be subject to conditions limiting their freedom while on release; judges determine such conditions based on the nature of the alleged offence and other factors.

The *Criminal Code* also specifies circumstances in which there is a "reverse onus"—in other words, where the accused must demonstrate that they should be released. In such situations, it is presumed that there is just cause to detain the accused pending trial unless the accused satisfies the court that their release on bail is appropriate in the circumstances. For example, there is a presumption of detention in cases where the accused:

- is alleged to have committed an indictable offence while on bail for another indictable offence
- is alleged to have committed certain offences involving firearms
- is not ordinarily resident in Canada
- is alleged to have committed an offence involving violence against an intimate partner and has a prior conviction for such an offence.

The law is clear that police officers and judges must not release accused persons if they believe that doing so would endanger members of the public. The *Criminal Code* prohibits a police officer from releasing an accused where the officer believes, on reasonable grounds, that there is a need to ensure the safety and security of any victim of or witness to an offence. Similarly, when accused are brought before a judge or justice of the peace for bail, the decision maker must detain the accused where it is necessary for the protection or safety and security of victims and witnesses.

In Canada, each level of government has autonomy to act within its jurisdiction. The Parliament of Canada enacts criminal law, which is then administered by the provinces. The administration of justice includes the prosecution of *Criminal Code* offences, as well as responsibility for how accused persons are supervised while on bail. In addition, the conduct of bail hearings and enforcement of bail conditions fall within provincial jurisdiction. The Honourable Doug Downey, Attorney General of Ontario, is responsible for the administration of justice in your province. Should you wish to share your concerns with Minister Downey, he can be reached at Floor 11, McMurtry-Scott Building, 720 Bay Street, Toronto, Ontario M7A 2S9.

Please be assured that, as Minister of Justice and Attorney General of Canada, I am committed to making the criminal justice system fairer, more equitable, and safer for all Canadians.

Thank you again for writing.

Sincerely,

A handwritten signature in blue ink, consisting of a stylized 'D' followed by a series of loops and a horizontal line.

The Honourable David Lametti, P.C., K.C., M.P.
(he/him)
Minister of Justice and Attorney General of Canada



ELGIN GROUP POLICE SERVICES BOARD

Municipality of Bayham | Municipality of Central Elgin | Municipality of Dutton Dunwich

Municipality of West Elgin | Township of Malahide | Township of Southwold

August 15, 2023

Ministry of the Solicitor General
The Honourable Michael Kerzner
25 Grosvenor Street
Toronto, Ontario M7A 1Y6

Dear Solicitor General Kerzner,

I am writing this letter in my capacity as the Chair of the Elgin Group Police Services Board to express my strong support for the Elgin County OPP Detachment's application to the Bail Compliance and Warrant Apprehension Grant. The Police Services Board understands the crucial role that effective bail compliance and warrant apprehension play in ensuring public safety, and we believe that this project closely aligns with our mission to enhance the safety and well-being of our community.

As you are aware, Ontario has been grappling with a concerning rise in serious re-offending by individuals released on bail, along with non-compliance and re-offending by those under community supervision. This issue has not only shaken the confidence of Ontarians in their safety but has also highlighted the urgent need for comprehensive reform within our criminal justice system. The tragic shooting death of Const. Grzegorz "Greg" Pierzchala in December 2022, involving an individual out on bail for firearms offences, underscores the pressing nature of this matter.

Moreover, we are acutely aware of the resource-intensive nature of monitoring individuals out on bail, especially those with a history of violent offences. The Elgin County OPP Detachment has witnessed the strain on police resources due to repeated interactions with these high-risk individuals. The Elgin Group Police Services Board firmly believes that this project will significantly contribute to curbing the issues associated with repeat violent offenders, serious violent offenders, and individuals with firearm-related charges.

We thank you for considering the Elgin County OPP Detachment's application. Should you require any additional information or have further inquiries, please do not hesitate to contact me. We look forward to the positive impact that this grant can have on our community and the province as a whole.

Sincerely,

David Jenkins
Chair, Elgin Group Police Services Board

Corporation of the County of Elgin
c/o Elgin Group Police Services Board
450 Sunset Drive
St. Thomas, Ontario N5R 5V1
519-631-1460, ext. 133



Zone 6

Notice of Meeting

THURSDAY, NOVEMBER 30

8:30 a.m.

CASO Station

750 Talbot Street, St. Thomas

Please R.S.V.P. if you are attending by Monday, November 13th

Carolyn Krahn

ckrahn@elgin.ca

519-631-1460, ext. 133

If you would like to attend, but are unable to attend in person,
please contact Carolyn Krahn at ckrahn@elgin.ca