

**PNC OPP DETACHMENT BOARD MEETING** Monday,

November 25, 2024, at 6:00 p.m.

Powassan Municipal Office, 250 Clark Street, Powassan

**1. Call to Order**

**2. Land Acknowledgement**

**3. Disclosure of Conflict of Interest and/or Pecuniary Interest and General Nature Thereof**

**4. Approval of Agenda - Resolution 2024-01**

**5. Approval of Past Minutes**

5.1 Approval of the Minutes of September 23, 2024 – Resolution 2024-02

**6. Presentation/Delegations**

**7. Business from Previous Meetings**

7.1 Oath of Office

7.2 Appoint Secretary/Treasurer – Resolution 2024-03

7.3 Terms of Reference – Resolution 2024-04

7.4 Approve Code of Conduct and acknowledgement of understanding – Resolution 2024-05

7.5 One Drive set up

**8. New Business**

8.1 Insurance

8.2 OPP Strategic Plan Review

8.3 Municipal Safety and Wellbeing Plan Review and Discussion

8.4 Police Record Checks

8.5 Procedural Bylaw Draft - Resolution 2024-06

**9. Reports**

**10. Correspondence**

**11. Closed Session**

**12. Next Meeting**

**13. Adjournment - Resolution 2024-07**

**NORTH BAY OPP DETACHMENT BOARD 3  
PNC Police Services Board**

**MEETING MINUTES**

Monday, September 23, 2024, at 6:00 p.m.

Powassan Municipal Office, 250 Clark Street, Powassan

**Members Present:**

Councillor Wand, Powassan Municipal Representative  
Councillor Kirkey, Nipissing Municipal Representative  
Marta Hughes-Bernard, Powassan Community Representative  
Keri Tache, Callander Community Representative  
Shawn Mahoney, Nipissing Community Representative

**Non-Members Present:**

Inspector McMullen, North Bay OPP Representative

**Staff:**

Norma Conrad (Powassan), Allison Quinn (Powassan)

Absent with regrets: Councillor Carr, Callander Municipal Representative

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**1. Call to Order**

The meeting was called to order at 6:00 p.m.

**2. Adoption of the Agenda**

The agenda was adopted as presented. The Land Acknowledgment will be added to the next agenda.

**3. Accepting the Minutes of the Previous Meeting**

This was the inaugural meeting so no previous meeting minutes. Staff circulated the minutes of the last meeting of the former Powassan Police Services Board for information only.

**4. Business Arising from the Minutes**

None.

**5. Delegations**

None.

## **6. Correspondence and Information Items**

a) Election of Chair and Vice-Chair:

Members elected Shawn Mahoney as Chair and Councill Wand as Vice-Chair.

b) Swearing IN – Chair, Vice-chair, Secretary-Treasurer:

Members agreed Norma Conrad would be the Secretary Treasurer. Chair Mahoney, Vice-Chair Wand, and Secretary-Treasurer Conrad took their Oath.

Provincial Appointments have not yet been made.

c) Approve Terms of Reference:

Changes discussed will be brought forward to the next meeting.

d) Approve Code of Conduct:

Carried

e) Name of the Board:

Members agreed to Powassan Nipissing Callander OPP Detachment Board; PNC for short.

## **7. In Camera**

None.

## **8. Other Business**

a) Insurance – Staff was assured by the Provincial Police Services Advisor that the board can continue meeting until insurance is in place. More information on insurance will be shared at the next meeting.

b) General Discussion:

A Procedural Bylaw will be done to govern the way meetings are run; Staff to make a Sharepoint or One Drive folder for the group to share files instead of emailing; A. Quinn, Clerk for Powassan, will be the Freedom of Information contact.

## **9. Adjournment and Next Meeting**

The meeting was adjourned. The next meeting will be held on Monday, November 25, 2024, at 6:00 p.m.



# POWASSAN NIPISSING CALLANDER OPP DETACHMENT BOARD

NORTH BAY O.P.P DETACHMENT BOARD 3

## Terms of Reference

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# **Powassan Nipissing Callander O.P.P Detachment Board**

## **Terms of Reference**

### **A. Purpose**

While it is the legislative mandate of the Ontario Provincial Police (O.P.P.) 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 O.P.P. 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 O.P.P. 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 the Minister's Strategic Plan and the O.P.P. Detachment Board Strategic Plan or the annual objectives and principles as established by the O.P.P. Detachment Board; and
5. Conduct itself in keeping with the prescribed Code of Conduct under the CSPA (Section 35(6)).

### **B. Roles and Responsibilities**

Per Section 68 (1) of the Community Safety and Policing Act, the O.P.P. Detachment Board's roles shall include:

1. Consulting 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;
2. Determining objectives and priorities for the detachment, not inconsistent with the strategic plan prepared by the Minister, after consultation with the Detachment Commander or designate;
3. Advising the Detachment Commander with respect to policing provided by the detachment;
4. Monitoring the performance of the Detachment Commander;
5. Reviewing the reports of the Detachment Commander regarding policing provided by the detachment; and
6. On or before June 30 in each year, providing an annual report to the municipalities regarding the policing provided by the detachment in their municipalities.

## **C. Authority**

1. Authority delegation is restricted to the scope described in Section 42 of the CSPA.
2. The O.P.P. Detachment Board members shall:
  - a) Ensure that all outgoing communications are in accordance with the O.P.P. Detachment Board's policies;
  - b) Not communicate externally on behalf of the O.P.P. Detachment Board except as authorized by the O.P.P. Detachment Board;
  - c) Not post independently to social media but rather social media postings shall be forwarded to the O.P.P. Detachment Board Secretary-Treasurer for distribution which may be shared by the O.P.P. Detachment Board members;
  - d) Not authorize any expenditures outside the O.P.P. Detachment Board's approved budget unless authorized by each of the Municipal Councils of the O.P.P. policed communities comprised by the Board; and
  - e) 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 remains with the O.P.P. Detachment Board or designate.

## **D. Reporting**

The O.P.P. Detachment Board reports to the respective Municipal Councils comprising the O.P.P. Detachment Board as required in accordance with the CSPA.

## **E. Composition**

1. Unless otherwise determined by Provincial Legislation, membership shall be comprised of three (3) Council representatives based on one (1) per O.P.P. policed municipality, three (3) community representatives based on one (1) per O.P.P. policed municipality, and two (2) provincial representatives.

### **a) Qualifications of the Community Representatives**

- i. To qualify for the Community Representative on the O.P.P. Detachment Board, applicants must be eligible to vote in the respective municipality they are appointed from.
- ii. Community Representatives shall not be employees of their respective municipality.
- iii. Preference will be given to persons demonstrating knowledge or experience specific to the subject Committee / Board.

### **b) Appointments to the O.P.P. Detachment Board**

- i. Appointments to the O.P.P. Detachment Board shall be made in accordance with the provisions of Section 33 of the Act.
- ii. Council Appointments to the O.P.P. Detachment Board shall be made by the respective municipal Council; one (1) per municipality.
- iii. Community Appointments to the O.P.P. Detachment Board shall be made by the respective municipal Council; one (1) per municipality. In considering Community Appointments, preference should be given to persons demonstrating knowledge or experience in one (1) or more of the following areas:

1. Finance
  2. Social Services
  3. Education
  4. Governance
  5. Legal
  6. Health Care
  7. Mental Health
- iv. Provincial Appointments to the O.P.P. Detachment Board shall be made by the Provincial Government.

**c) Term of Membership**

The Term of office for Council and Community Appointees on the O.P.P. Detachment Board shall be concurrent with the term of Council.

The Term of office for Provincial Appointees on the O.P.P. Detachment Board shall be as determined by the Provincial Government.

**d) Absence**

- i. Should any Council Representative be unable to attend Detachment Board 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.
- ii. Any Community Representative who is absent from three (3) consecutive regular meetings without leave of absence or without satisfactory reason shall forthwith cease to be a member and the Secretary-Treasurer shall advise the Clerk of the respective municipality so that the vacancy may be filled.

**e) Review**

The composition of the O.P.P. Detachment Board shall be reviewed once within each term of the Board.

**2. Resignation of Representatives:**

- a) 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.
- b) 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.

**3. Filling Vacancies:**



- a) 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.
- b) Vacancies of Provincial Representatives shall be filled at the discretion of the Province.

**4. Responsible Party:**

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

**5. Structure:**

**a) Chair and Vice-Chair**

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 O.P.P. Detachment Board members.

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.

**b) Support Resources**

- i. The O.P.P. Detachment Board shall determine the support resources it requires assisting them with fulfilling their roles.
- ii. Recording Secretary: The Recording Secretary shall be the Secretary-Treasurer appointed annually by the O.P.P. Detachment Board members at the first meeting each year and shall act as the Recording Secretary for the Board's meetings.

**F. Procedures**

- 1. All applicable Federal, Provincial and Municipal legislation and regulations shall be adhered to. This includes, but is not limited to:
  - a) The CSPA and its regulations
  - b) Code of Conduct Regulation
  - c) The O.P.P. Detachment Board's Terms of Reference
  - d) The O.P.P. Detachment Board shall review the Terms of Reference once every term in the last year of the term and amend them as necessary.
  - e) Any changes to the Terms of Reference require majority approval of the respective Municipal Councils.
- 2. The O.P.P. Detachment Board shall plan six meetings per year (January, March, April, June, August, September, November) on the fourth Monday of the month at 6:00 p.m., unless otherwise determined by the O.P.P. Detachment Board and shall publish its annual meeting schedule on the Municipality of Powassan's website. Meetings shall be held i at the 250 Clark Street, Powassan, ON P0H 1Z0.

3. Unless excluded by legislation, all O.P.P. Detachment Board members eligible to vote, including the Chair, shall vote.
4. The O.P.P. Detachment Board may solicit, document and consider public input where appropriate.
5. The agenda shall be distributed and posted at least seven (7) days before the O.P.P. Detachment Board meetings on the Municipality of Powassan's website and via email to Board Members.
6. The minutes shall be posted once approved by the O.P.P. Detachment Board, in a timely fashion on the Municipality of Powassan's website.
7. The approved minutes, signed by the Chair and Secretary-Treasurer, shall be provided to the Clerk of the Municipality of Powassan for official record keeping. With respect to the last meeting prior to an election, the minutes shall be approved per the O.P.P. Detachment Board's Procedural Bylaw.

## **G. Financial**

1. The O.P.P. Detachment Board's annual budget shall be approved by each of the Municipal Councils of the O.P.P. policed communities comprised by the Board in accordance with Section 71(2) of the CSPA.
2. The Secretary-Treasurer shall present a year-end financial report to the O.P.P. Detachment Board, which once approved by the Board, shall be forwarded to each of the Municipal Councils of the O.P.P. policed communities comprised by the Board.
3. As per Section 71(3) of the CSPA municipalities shall contribute their share of the costs to the O.P.P. Detachment Board's budget in accordance with the budget estimates.
4. The share of the expenses for each municipality will be on a per capita basis based on the population of each member municipality as provided by Statistics Canada. Member municipalities populations will be reviewed each term of Council to ensure accurate contributions to the O.P.P. Detachment Board.
5. Remuneration for members of the O.P.P. Detachment Board shall be in accordance with each municipality's remuneration policy and shall be paid by the member's respective municipality.
6. Per Diem for members of the O.P.P. Detachment Board shall be in accordance with each municipality's remuneration policy and shall be paid by the member's respective municipality.
7. Reimbursement for travel expenses for members of the O.P.P. Detachment Board shall be in accordance with each municipality's Travel Expense Policy and shall be paid by the member's respective municipality.

## H. Quorum

Greater than 50% of the O.P.P. Detachment Board members eligible to vote and not excluded by legislation shall constitute quorum.

## I. Community Appointee Advisory Committee

### 1. Purpose

This section will provide guidance to the Powassan Nipissing Callander O.P.P. Detachment Board (“PNC Board”) Community Appointee Advisory Committee during the selection process of Community Appointed Representatives in accordance with the board composition provided in the regulations made under the *Community Safety and Policing Act, 2019*.

### 2. Definitions

“Community Member” means a Community Appointed Representative of the PNC Board.

“Member Councils” means the Councils of the Municipality of Callander, Township of Nipissing, and the Municipality of Powassan.

### 3. Mandate of the Committee

The PNC Board Community Appointee Advisory Committee shall be established solely to review community member applications to the PNC Board and make recommendations to the Member Councils who, collectively, shall form the appointing body for the purposes of satisfying section 33 of the *Community Safety and Policing Act, 2019*.

Members of the PNC Board Appointee Advisory Committee shall be committed to acting in an ethical manner with the avoidance of conflict of interest as a body and as individuals in accordance with applicable legislation.

### 4. Composition of Committee

The Community Appointee Advisory Committee shall be comprised of the elected officials from each member municipality appointed to the PNC Board. The three (3) member municipalities are:

- Municipality of Callander
- Township of Nipissing
- Municipality of Powassan

Committee secretary services shall be provided by the secretary of the PNC Board.

### 5. Term

The term of the Community Appointee Advisory Committee shall begin upon formal appointment of all elected officials from the Member Councils and shall follow the term of Council.

A Chair shall be elected from amongst its members at the first meeting of the Community Appointee Advisory Committee and shall serve as Chair for the length of the committee term.

Members are expected to attend meetings as scheduled. In the event a member is unable to attend a meeting, the member must contact and advise the Chair and the committee secretary in advance. Should the Chair of the committee be unable to attend, the committee shall name an Interim Chair at the beginning of the meeting.

All meetings shall follow a written agenda with minutes kept of all decisions. A quorum comprised of 50% plus one of appointed members will be required to hold a meeting. The Committee is subject to the open meetings requirements of the *Municipal Act, 2001*.

The Committee shall meet as many times as deemed necessary to complete the following activities:

- a) Thoroughly review all community member applications to the PNC Board.
- b) Prepare and provide recommendations regarding which applicant to appoint to said Board to each member municipality.

## **6. Remuneration**

Remuneration for appointed members of the Community Appointee Advisory Committee shall be in accordance with each municipality's remuneration policy.

## **7. Appointments and Vacancies**

While reviewing the applications and forming a recommendation to the Member Councils, the Committee shall consider the following factors:

- a) the need to ensure that the Board is representative of the area it serves, having regard for the diversity of the population in the area;
- b) the need to have members with the prescribed competencies, if any;
- c) any applicable diversity plan; and
- d) The results of a potential appointee's police record check that was prepared within the past 12 months.

## **8. Ineligibility**

The following persons are not eligible to be members the Board:

- a) A judge or justice of the peace.
- b) A member of a police service, a special constable or a First Nation Officer.
- c) Any person who practises criminal law as a defence counsel or as a prosecutor.
- d) A director, officer or employee of a prescribed policing provider.
- e) Any other prescribed persons.

A former member of a police service is not eligible to be a member of the Board unless,

- a) the O.P.P. Detachment Board does not maintain a police service that the person was a member of; and
- b) at least one year has passed since the person ceased to be a member of any police service.

An ineligible person as set out above, does not prevent a person who was a member of a Police Services Board immediately before the Act came into force from serving the remainder of their term.

**9. Recruitment Process**

The opportunity for community members to make an application to serve on the Board shall be advertised throughout the detachment area jointly by each member municipality in accordance with each municipality's standard recruitment processes.

Applications shall be accepted by each member municipality with submissions being directed to the Clerk. Upon closing of the application period, all applications shall be provided to the Committee Secretary.

Community representatives will be appointed at-large and shall serve as the representative for all member municipalities equally.

The Advisory Committee shall receive applications in a redacted format to ensure that each application is evaluated on the merits of the qualifications, without consideration for the residence of the applicant.

Following a thorough review of all applications received, the Committee will make recommendations to member municipalities regarding community member appointments to the PNC Board.

Official Appointments shall be made by way of resolution from the respective member municipality, which, upon appointment shall be forwarded to the Committee Chair and Secretary.

**J. Name of the Board**

The name of the board shall be Powassan Nipissing Callander O.P.P. Detachment Board (PNC Board for short).

## **ONTARIO REGULATION 408/23**

made under the

### **COMMUNITY SAFETY AND POLICING ACT, 2019**

Made: December 14, 2023

Filed: December 18, 2023

Published on e-Laws: December 18, 2023

Published in *The Ontario Gazette*: January 6, 2024

### **CODE OF CONDUCT FOR POLICE SERVICE BOARD MEMBERS**

#### **APPLICATION AND INTERPRETATION**

1. (1) This Regulation sets out the code of conduct with which every member of a police service board must comply.

(2) For greater certainty, the existence of a good faith exception in this code of conduct does not limit the grounds on which it may be determined that a member of a police service board has not contravened this code of conduct.

2. In this Regulation,

“Conflict of interest” means a situation in which a member of a police service board’s private interests or personal relationships place, or may reasonably be perceived to place, the member in conflict with their duties as a member of the police service board; (“conflit d’intérêts”)

“Personal relationship” includes, but is not limited to, a relationship with any of the following persons:

1. A current or former spouse or common-law partner of the board member.
2. A current or former intimate partner of the board member.
3. The board member’s children, including biological and adoptive children and stepchildren.
4. The legal dependants of the board member.
5. A child in the board member’s care.
6. The board member’s grandparents, parents or siblings, including grandparents-in-law, parents-in-law and siblings-in-law. (“rappports personnels”)

#### **CONDUCT BECOMING OF A BOARD MEMBER**

3. (1) A member of a police service board shall not conduct themselves in a manner that undermines or is likely to undermine the public’s trust in the police service board or the police service maintained by the police service board.

- (2) A member of a police service board shall not be subject to discipline for a contravention of subsection (1) if, on a balance of probabilities, their conduct was in the good faith performance of their duties as a board member.
4. A member of a police service board shall comply with the Act and the regulations made under it.
  5. A member of a police service board shall not, by act or omission, conduct themselves in a manner that is likely to cause the board to fail to comply with the Act or the regulations made under it.
  6. A member of a police service board shall comply with any rules, procedures and by-laws of the police service board.
  7. A member of a police service board shall not substantially interfere with the conduct of police service board meetings.
  8. A member of a police service board contravenes this code of conduct if they are found guilty of an offence under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada) or the *Cannabis Act* (Canada) that was committed after they were appointed as a member of the police service board.
  9. (1) A member of a police service board shall not, in the course of their duties, treat any person in a manner that the member, at the time, knows or reasonably ought to know would contravene the *Human Rights Code*.  
(2) A member of a police service board shall not be subject to discipline for a contravention of subsection (1) if, on a balance of probabilities, the member's conduct was in the good faith performance of their duties.
  10. (1) A member of a police service board shall conduct themselves in a professional and respectful manner in the course of their duties including, without limitation, not using abusive or insulting language in the course of their duties.  
(2) A member of a police service board shall not be subject to discipline for a contravention of subsection (1) if, on a balance of probabilities, the member's conduct was in the good faith performance of their duties.

#### **STATEMENTS AND ATTENDANCE**

11. A member of a police service board shall not knowingly make false statements pertaining to the duties of a member of a police service board.
12. A member of a police service board shall not purport to speak on behalf of the police service board unless authorized by the board to do so.
13. A member of a police service board shall clearly indicate when they are expressing a personal opinion when commenting on an action or omission of the police service board, the police service maintained by the board or a member of the police service.
14. A member of a police service board shall not access, collect, use, alter, retain, destroy or disclose to any person information that has been obtained by or made available to the member in the course of their duties if doing so would be contrary to law.

- 15.** (1) A member of a police service board shall not disclose to the public information obtained or made available in the course of the member's duties except as authorized by the police service board or as required by law.
- (2) Subsection (1) does not apply to information that was already made available to the public by a person who was authorized to do so prior to the member's disclosure.
- 16.** A member of a police service board shall attend all police service board meetings unless able to provide a reasonable explanation for the absence.

### **MISCONDUCT AND CONFLICTS OF INTEREST**

- 17.** A member of a police service board shall disclose any conduct of another member of the police service board that the member reasonably believes constitutes misconduct,
- (a) to the chair of the board; or
- (b) if the misconduct involves the chair, to the Inspector General.
- 18.** (1) A member of a police service board shall disclose any charges laid against them under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada) or the *Cannabis Act* (Canada) and any finding of guilt made in relation to those charges.
- (2) Subsection (1) only applies to charges or findings that were made after the member's appointment to the police service board.
- (3) The disclosure required by subsection (1) must be made to the person or body that appointed the individual as a member of the police service board or, in the case of a member appointed by the Lieutenant Governor in Council, to the Minister.
- 19.** A member of a police service board shall not apply for employment with the police service maintained by the police service board unless they resign from the board before applying.
- 20.** (1) A member of a police service board shall promptly disclose any conflict of interest,
- (a) to the chair of the board; or
- (b) if the conflict of interest involves the chair, to the Inspector General.
- (2) After making the disclosure required by subsection (1), the member shall disclose the conflict at the next meeting of the police service board.
- 21.** A member of a police service board shall not use their position as a police service board member to,
- (a) benefit themselves;
- (b) benefit one or more persons with whom they have a personal relationship; or
- (c) interfere with the administration of justice.
- 22.** A member of a police service board shall not participate in discussion of or voting with respect to matters at police service board meetings if the member has a conflict of interest in the matter.



## COMMENCEMENT

### Commencement

**23. This Regulation comes into force on the later of the day subsection 35 (6) of Schedule 1 (*Community Safety and Policing Act, 2019*) to the *Comprehensive Ontario Police Services Act, 2019* comes into force and the day this Regulation is filed.**

# 2023-2025 STRATEGIC PLAN



## 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*

# COMMISSIONER'S INTRODUCTION

**As an organization, the Ontario Provincial Police (OPP) strives to always do the right things for the right reasons.**

The strength of our 2020-2022 Strategic Plan proved we could adapt to unforeseen challenges, including a global pandemic that impacted the way we all lived, worked and played. By underscoring our commitment to *Our People, Our Work* and *Our Communities*, we were able to remain focused, strengthening our organization's foundation and enhancing the safety and well-being of those we serve.

Setting the course for the 2023-2025 Strategic Plan gives us the space to learn from the past, take responsibility for the present, and create the future. It allows us to design policies, procedures and programs to best serve our province by protecting its citizens, upholding the law and preserving public safety.

The 2023-2025 Strategic Plan not only builds on our past successes and reinvigorates our commitments, it also embraces the evolving landscape of policing.

The nature of crime continues to evolve, giving rise to new and emerging challenges. The path set forward in the Strategic Plan will guide us through ever changing trends in crime, technology and society and will serve as the basis for our decision-making and action. We will look to these priorities as we continue to focus on our mission-critical work: providing frontline policing across Ontario in 330 municipalities; reducing injury and death on our roadways, trails and waterways; protecting critical infrastructure; providing specialized criminal, investigative and technical services; countering the exploitation of children; fighting human trafficking; confronting hate crime and preventing extremism; combating the prevalence of guns and gangs; disrupting and dismantling organized crime and the illicit drug trade; and confronting crime involving digital technologies.

The Strategic Plan serves our members by fostering a shared understanding of priorities and enabling focused collaboration. Our members are faced with innumerable challenges, and they continue to rise to meet them at every opportunity. They have committed to a career where uncertainty can quickly shift into danger, where quick decisions and unwavering resolve can make all the difference. It is in these moments of challenge that we continue to shine the brightest. I commend all Ontario Provincial Police members for their ongoing and unwavering dedication to duty, commitment and professionalism.

While we cannot predict the future – and the last three years have proven that – we can set our organization up for success by continuing to prioritize *Our People, Our Work* and *Our Communities*. Let this Strategic Plan be a testament to our resilience, a roadmap to guide us through the challenges that lay ahead, and a source of inspiration that reminds us of the profound impact we can collectively achieve.



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

## PURPOSE OF THE PLAN

This plan re-affirms the OPP's strategic priorities for the next three years and emphasizes the importance of collaboration, modernization and innovation to build upon previous achievements. It outlines how we will be bold and purposeful as we adapt to emerging trends in crime, technology and society, meet our public safety responsibilities, and preserve the vital policing services we deliver in Ontario.

**It defines our responsibility for growth and development.**

## TARGET AUDIENCE

Foremost, this plan is for each and every member of the OPP; those public servants whose work improves life across the province and safeguards the fundamental rights and freedoms guaranteed by the *Canadian Charter of Rights and Freedoms* and the *Human Rights Code*. The plan also connects us with communities — those that it is our duty to serve, and those with whom we cooperate for public safety.

**It is for all of us who share a common responsibility, purpose and vision.**

## KEY ACCOMPLISHMENTS

With an action-oriented emphasis on long-term outcomes, it delivers clarity of purpose so all OPP employees, stakeholders and communities can understand the intent of our decisions and actions. All members of the OPP support our Strategic Plan with the delivery of values-based, adequate and effective policing in the province.

**It outlines our realistic, collective and purposeful responsibilities in the province.**



# 2023-2025 STRATEGIC PLAN

## Priorities and Commitments



### PEOPLE

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

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

### WORK

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

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

### COMMUNITIES

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

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

# ALIGNMENT WITH THE VISION, MISSION AND VALUES

*Safe Communities... A Secure Ontario is the focus of our plan.*

To serve our province by protecting its citizens, upholding the law and preserving public safety is how we create *Safe Communities... A Secure Ontario*.

Serving with pride, professionalism and honour; interacting with respect, compassion and fairness; and leading with integrity, honesty and courage is the basis for every decision made and action taken when delivering on our mission toward attaining our vision.

**It aligns with our responsibility to remain vision focused ~ mission driven ~ values based.**

## BASIS OF DEVELOPMENT

The examination and analysis of a multitude of inputs, risks, trends and drivers through various lenses, including diversity, inclusion, leadership, accountability and public safety, including:

- Our achievements and progress under the 2020-2022 OPP Strategic Plan;
- Internal and external consultations with partners such as the Provincial Indigenous Advisory Circles, stakeholders, governance entities and subject matter experts;
- Environmental and horizon scanning;
- Current/future state needs assessment;
- OPP Employee Experience Survey results; and,
- OPP Community Satisfaction Survey results.



## OUTCOMES AND DETERMINATIONS

Numerous achievements and significant progress were realized through the 2020-2022 OPP Strategic Plan. **Multiple ongoing public and officer safety, victim-centred, investigative, and risk-mitigating strategic-change initiatives remain in key stages of implementation.** This requires a sustained emphasis on our current strategic priorities to optimize results in order to best serve the province, protect its citizens, uphold the law and preserve public safety.

# IMPLEMENTATION STRATEGY

The OPP develops a three-year strategic plan to steer organization-wide change initiatives. Implementation is driven by the bureaus and/or program areas with direct accountability for each strategic change initiative, allowing the organization — with its vision-focused strategic plan — to work toward broad scale change. To address day-to-day, mission-oriented program and service delivery, nearly 100 action plans specific to individual detachments, regions, divisions and bureaus are created. Results are reported in the OPP Annual Report and yearly action plan progress reports, to keep our communities apprised and meet our legislated obligations.

# PERFORMANCE MEASUREMENT

We will track, measure and monitor our progress using a variety of quantitative and qualitative indicators, including:

- Ontario Public Service and OPP employee survey results;
- OPP call volume, occurrence and workload data; and
- OPP Community Satisfaction Survey results;
- Other operational and organizational metrics.
- Ongoing dialogue and feedback from our members;







Committed to our  
**VISION, MISSION**  
and **VALUES**

# PRIORITY AREAS

**People – An empowered, respectful and responsible workforce connected to its vision, mission and values**



**We will be responsible for advancing a culture of belonging that is characterized by leadership, inclusion and well-being.**

## **PRIMARY AREAS OF STRATEGIC FOCUS:**

1. People-centred and effective processes
2. Resiliency, physical and mental health, and well-being
3. Member engagement

## **KEY STRATEGIC CHANGE INITIATIVES:**

1. Deliver a modernized, equitable and merit-based talent management and development framework.
2. Integrate the 13 factors of psychological health and safety in the workplace.
3. Engage employees across all ranks and levels to participate in innovation seeking, decision-making and problem-solving.

## **LONG-TERM OUTCOMES:**

1. People processes are free from systemic obstacles resulting in the OPP being a progressive employer of choice.
2. Physical and psychological well-being and safety of employees are prioritized to promote resiliency.
3. Values-driven leadership that is responsible, innovative and collaborative fosters an engaged workforce that participates in positive change.

## **Expected Outcomes**

We will remain focused on a respectful, inclusive and healthy OPP and positive employee experiences as we aim to be a preferred employer and a trusted leader in public safety. This priority is about a renewed emphasis on meaningful actions for our most important resources: our people. It defines the mindsets, programs and capabilities essential to our continued efforts for lasting change; this includes how we recruit and hire and addresses performance, succession and abilities management. It acknowledges the need for our workforce to reflect Ontario's diversity and that a people-first approach remains vital in continuing to shape an organizational culture that is firmly aligned with our vision and mission and defined by our values — a culture that guides *all* that we do and *how* we do it.

# PRIORITY AREAS

**Work – An enabled organization equipped to meet its policing responsibilities**



**We will be responsible for enhancing investigative and policing excellence and augmenting decision-making.**

<b>PRIMARY AREAS OF STRATEGIC FOCUS:</b>	<ol style="list-style-type: none"><li>1. Staffing and deployment</li><li>2. Investigations and frontline operations</li><li>3. Evidence-based decision making</li></ol>
<b>KEY STRATEGIC CHANGE INITIATIVES:</b>	<ol style="list-style-type: none"><li>1. Apply data-driven and member-informed deployment and modernized scheduling practices.</li><li>2. Deliver modernized scalable, adaptable and flexible investigative and service delivery options.</li><li>3. Implement effective, accountable and transparent public safety solutions and evaluate outcomes.</li></ol>
<b>LONG-TERM OUTCOMES:</b>	<ol style="list-style-type: none"><li>1. Resources are optimized and balanced alongside operational demand and employee well-being to meet public and stakeholder expectations.</li><li>2. The OPP is adequately equipped to manage the scope, volume and complexity of investigations and operations.</li><li>3. The best-available evidence is readily accessible to demonstrate transparency and enhance public and officer safety.</li></ol>

## Expected Outcomes

We will remain focused on adapting to the current and future realities of policing by developing evidence-based and actionable solutions to prevent, respond to and solve crime. It is about sustaining our emphasis on effective operational outcomes for mission delivery. It prioritizes the newly developed OPP Service Delivery Model and scheduling modernization tool to better support our members and enhance our service delivery for our communities. This is also about accelerating the integration of technology and advancing technological solutions while continuing to explore alternative call management strategies and pioneer new approaches to ensure the safety and security of all persons and property in Ontario.

# PRIORITY AREAS

**Communities – An engaged organization positioned to co-create meaningful public safety solutions for Ontarians**



**We will be responsible for building and enriching trusted relationships and partnerships.**

## **PRIMARY AREAS OF STRATEGIC FOCUS:**

1. Community engagement
2. Victim-centred programs and services
3. Collaboration across justice, law enforcement, human and social sectors

## **KEY STRATEGIC CHANGE INITIATIVES:**

1. Seek and amplify Indigenous and diverse voices and experiences to inform and design relevant policing programs and services.
2. Embed trauma-informed approaches.
3. Lead operational and strategic policing and community safety initiatives in accordance with the needs of the population and having regard for the diversity of the population.

## **LONG-TERM OUTCOMES:**

1. Inclusive and equitable public safety solutions are co-created and delivered to meet the needs of communities.
2. Public trust and confidence and community satisfaction are reflective of our efforts and intended outcomes.
3. Cooperation exists for the inclusive response to a complex range of public safety and societal issues present across the policing landscape.

## **Expected Outcomes**

We will remain focused on engaging with communities and seeking to understand their unique needs to further build and demonstrate cultural competence. This is about all members being involved in developing relationships as the catalyst for cooperative partnerships with a common vision for *Safe Communities... A Secure Ontario*. It recognizes the importance of our collective leadership role in advancing community partnerships that also include the social, health and justice sectors, and in leveraging collaborative response opportunities to fulfill our policing mandate. It is about meeting the needs of our communities and imparts the importance of respect for victims of crime and understanding of their needs. This priority aligns with the legislated principles by which policing services shall be provided throughout Ontario.

# 911

is for police,  
fire, or medical  
emergencies only.

Every time an accidental or hang-up 911 call is received, an OPP communicator must complete a follow up process, which may include dispatching police officers to ensure there is no emergency in progress. If you've dialed 911 in error, stay on the line and speak with the communicator. This will ensure emergency resources are allocated to actual emergent situations and not accidental 911 calls.

## Speak with an officer in person

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

## Provide an anonymous tip

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

## Reach the OPP by phone

- Call 911 for emergencies
- Don't hang up, stay on the line
- Call 1-888-310-1122 for non-emergency calls
- TTY 1-888-310-1133  
*(for the Deaf, Hard of Hearing and Speech Impaired)*
- Know your location

## Report online

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

Visit [www.opp.ca/reporting](http://www.opp.ca/reporting) for Online Reporting. This system allows you to submit a report from your computer or mobile device without going to an OPP detachment.

You can use this system to report:

- Driving Complaints
- Lost/missing property
- Mischief/damage to property including graffiti
- Mischief to vehicle
- Stolen licence plate(s) and/or validation sticker
- Theft from vehicle
- Theft
- Gas theft

**Do not use online reporting for emergencies, call 911.**

[WWW.OPP.CA](http://WWW.OPP.CA)



**ONTARIO PROVINCIAL POLICE**

777 Memorial Avenue // Orillia, ON // 1-888-310-1122 // [www.opp.ca](http://www.opp.ca)

# Community Safety and Well-Being Plan Regional Report

Including:

Municipality of Powassan

Municipality of Callander

Township of Nipissing

Township of Chisholm



MAY 2023

(Original June 2021)

**Prepared by:**

**Ben Mousseau  
Protective Services  
Municipality of Powassan**

**Ashley Bilodeau, M.PL RPP MCIP  
Senior Municipal Director  
Municipality of Callander**

**Taylor Craig B.A. Hons.  
Planning Administrator  
Municipality of Callander**

**Kris Croskery-Hodgins  
Municipal Administrator-Clerk-Treasurer  
Township of Nipissing**

**Jennistine (Jenny) Leblond  
CAO Clerk-Treasurer  
Township of Chisholm**

## Message from the Mayors

The Regional Community Safety and Well-Being (CSWB) Plan is an action plan which will support our region in adapting and responding to the current and emerging needs within our communities. This plan supports enhanced collaboration among our communities and various sectors within our communities.

It supports a better understanding of risks that our communities face as well as vulnerable groups within our communities then addresses how we can collectively work together to support these needs. It ensures that individuals with complex needs can receive appropriate services in a timely and efficient manner. This plan provides our communities with an increased awareness of services, better access to these services and improved coordination of services. It is a proactive and cost-effective approach to supporting those within our communities.

We can no longer be working in silos, but rather, all sectors need to work together towards the common goal, meeting the needs of our people. We are looking forward to working collaboratively with Powassan, Callander and Nipissing, along with the broader communities, to ensure the safety, security, care and welfare of all, keeping our residents safe and our communities strong and thriving.

**Gail Degagne, Mayor  
Township of Chisholm**



The Municipality of Powassan is pleased to present the Community Safety and Well-Being Plan. This Plan has been achieved through partnerships with our neighbours in Callander, Nipissing and Chisholm with the effort and contributions from many people and agencies in the region. The Plan provides a summation of our challenges related to community safety and well-being and also opportunities for improvement.

The municipality and our surrounding area is a fantastic and safe place to live, raise a family, and retire. We have developed The Plan to keep it safe and to continue to strive to make it a better place to live. This has been an exciting opportunity to work with a wide range of stakeholders to try to tackle challenges such as mental health and crime prevention. Citizen input was also key in this process. I am confident that with the strategies developed in this planning process, together we can make our community a safer, healthier place to live.

**Peter McIsaac, Mayor  
Municipality of Powassan**





The Township of Nipissing is happy to participate with our neighbouring municipalities in the preparation of the Community Safety and Well-Being Plan. This plan will help our municipalities and regional care partners to identify priorities and work together to provide the most effective ways to meet the needs of our communities.

The Township of Nipissing has worked collaboratively with the Municipalities of Powassan and Callander and the Township of Chisholm on several projects because we all face similar challenges and have interactive communities. Working together allows us to provide the most comprehensive and cost-effective support to our residents.

Looking forward, this Plan will provide an outline of issues that are of the greatest concern to our residents and help create a network to address the current mental health, crime prevention and access to services challenges we face.

**Tom Piper, Mayor**  
**Township of Nipissing**



In the Municipality of Callander, building safe, healthy communities is a priority for all of Council. As a result, our Council has partnered with other regional municipalities, including Powassan, Nipissing and Chisholm, to come together to develop an action plan that will support our residents, resulting in a better quality of life for everyone; a Community Safety and Well-Being Plan.

This Plan supports collaboration among service providers to address servicing gaps and improve accessibility. This approach has been proven to be more cost-effective than the typical reactive approach. We are hopeful that by identifying the challenges, and implementing social development approaches, we will be successful in achieving greater community safety and well-being.

**Robb Noon, Mayor**  
**Municipality of Callander**



## Introduction

All municipalities within Ontario are required to develop and adopt a community safety and well-being (CSWB) plan working in partnership with a multi-sectoral advisory committee comprised of representation from the police services board and other local service providers in health/mental health, education, community/social services and children youth services. This plan is to be complete by July 1, 2021.

In the fall of 2019, the Municipalities of Powassan and Callander reached out to the Township of Nipissing to inquire about working together on the CSWB plan. These three municipalities have similar demographics as well as sharing services within the District of Parry Sound and bordering on the District of Nipissing. A working committee was put together in late 2019. The Township of Chisholm joined the group in early 2020, tying the District of Nipissing into the plan and providing a similar voice to the group. Therefore, the Municipalities of Powassan and Callander together with the Townships of Nipissing and Chisholm (hereafter referred to as PCNC) decided to create a regional CSWB plan.

The working committee consisted of at least one staff member from each municipality. Bi-weekly meetings were held with duties and action items being split between them.

The committee met on March 24, 2023 to review plan and discuss updates.

## Benefits of a Community Safety and Well-being Plan

Through the ministry's engagement with communities that are developing a plan, local partners identified the benefits they are seeing, or expect to see, as a result of their work. The following benefits are wide-ranging, and impact individuals, the broader community, and participating partner agencies and organizations:

- enhanced communication and collaboration among sectors, agencies and organizations
- stronger families and improved opportunities for healthy child development
- healthier, more productive individuals that positively contribute to the community
- increased understanding of and focus on priority risks, vulnerable groups and neighbourhoods
- transformation of service delivery, including realignment of resources and responsibilities to better respond to priority risks and needs
- increased engagement of community groups, residents and the private sector in local initiatives and networks



- enhanced feelings of safety and being cared for, creating an environment that will encourage newcomers to the community
- increased awareness, coordination of and access to services for community members and vulnerable groups
- more effective, seamless service delivery for individuals with complex needs
- new opportunities to share multi-sectoral data and evidence to better understand the community through identifying trends, gaps, priorities and successes
- reduced investment in and reliance on incident response.<sup>1</sup>

## Social Determinants of Health

According to the World Health Organization there are conditions in which people are born, grow, work, live and age that contribute to their overall health. These conditions are referred to as the social determinants of health (SDH) and are considered the non-medical factors that influence health outcomes.



The SDH have an important influence on health inequities - the unfair and avoidable

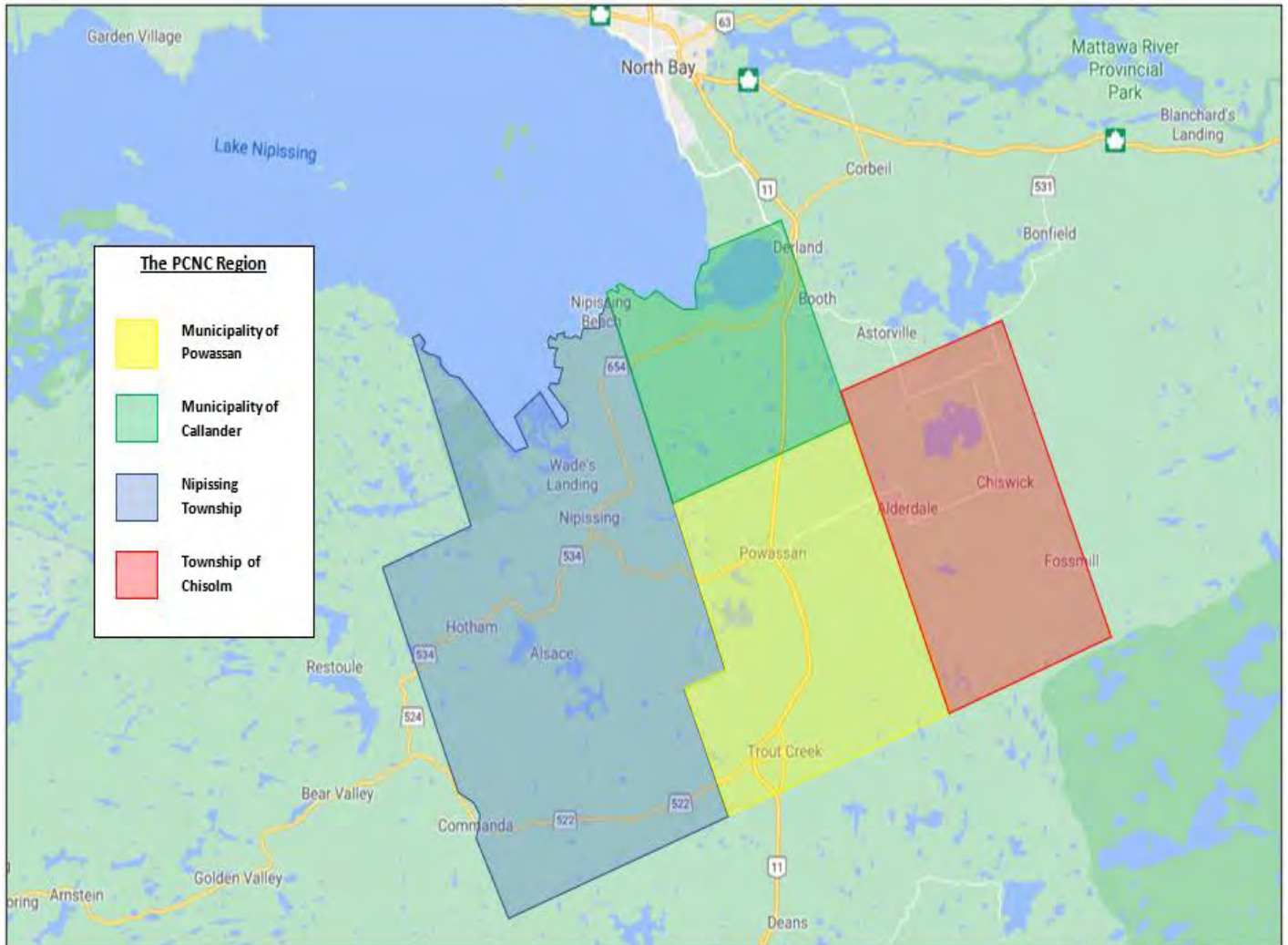
differences in health status seen within and between countries. In countries at all levels of income, health and illness follow a social gradient: the lower the socioeconomic position, the worse the health.

The following list provides examples of the social determinants of health, which can influence health equity in positive and negative ways:

- Income and social protection
- Education
- Unemployment and job insecurity
- Working life conditions
- Food insecurity
- Housing, basic amenities and the environment
- Early childhood development
- Social inclusion and non-discrimination
- Structural conflict
- Access to affordable health services of decent quality.<sup>2</sup>

## Demographics

The PCNC region is located on the Highway 11 corridor about 3.5 hours north of Toronto and just south of North Bay. The map below depicts the area of the four participating municipalities. The area is mostly rural with permanent and seasonal residences, farms, provincial and private parks and camp grounds.



The population of the region is majority adult aged 15-64 at 60% with 15% children aged 0-14 and 25% 65 and older. There is a decrease in 15-64 year olds and an increase of 65 and older when comparing the 2016 Census to the 2021 Census data. The children aged 0-14 remained the same. See Figure 1.1

In direct relation to COVID, a large population shift was experienced in our

communities. Families, individuals and investors make up a large portion of this change. With a population shift, a change in service delivery expectations is experienced and all areas are working to address those challenges.

The area is continuing to see an increase of retirees and families moving to the area from southern Ontario, for a more peaceful, slower paced way of living.

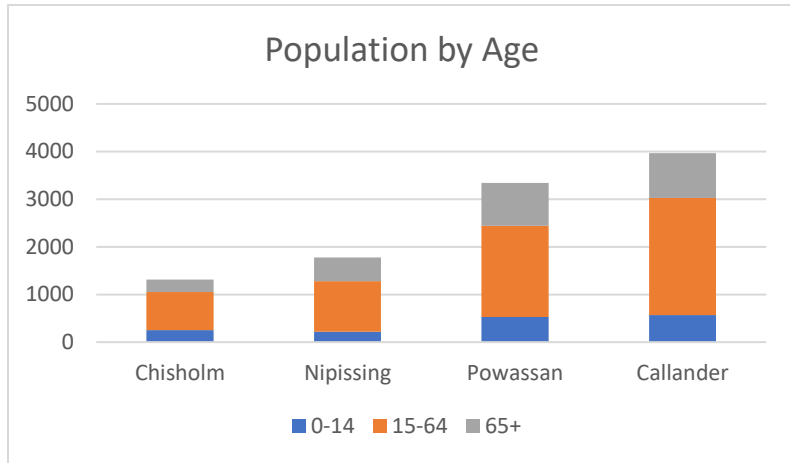


Figure 1.1 - 2021 Census Data

Most of the PCNC region is considered a 'bedroom community' for the larger City of North Bay. The area has many home-based businesses, retail businesses, such as grocery stores, gas stations, pharmacies, and restaurants, plus automotive garages, agriculture businesses and other retail stores.

The area is rich in agriculture with cow/calf, dairy and sheep operations across the region. The number of farm stands have increased over the last couple of years, especially due to COVID 19 pandemic. There is a push of increasing local buying and supporting local small business. Farm stands are selling fresh produce, baked goods, meats, jams and jellies, and artisan products.

The region is not an overly rich population with 46% (52% in 2016 Census) of individuals making \$39,999 or less per year. The cohort with the most individuals (1350) is income between \$20,000 and \$29,999. Individuals making \$40,000 to \$79,999 make up 33% of the region and only 21% of individuals make over \$80,000. See Figure 1.2

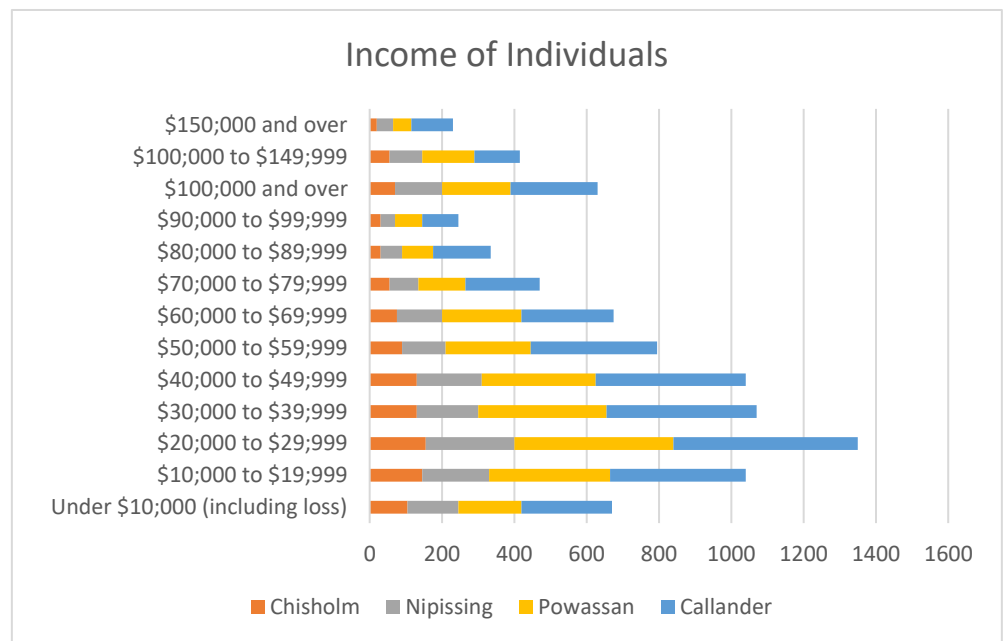


Figure 1.2 – 2021 Census Data

The Government of Canada has the unemployment rate for Northern Ontario at 8% for the period of April 9 to May 6 2023. See further labour information in Appendix A Labour Market Group Newsletter March 2023 publication. The unemployment rate is on par but was considerably higher at 13.1% in April 2021 as a result of the pandemic. For reference, the unemployment rate for March 2020 and March 2019 was 8.0% and 6.3% respectively.

There is a direct correlation between income and education. Majority of the individuals within the PCNC region do have some post secondary education but 1470 individuals have no certificate, diploma or degree. Thirty-one percent of the individuals have a secondary school diploma or less, while only 10% have a university degree at a bachelor level or higher. See Figure 1.3.

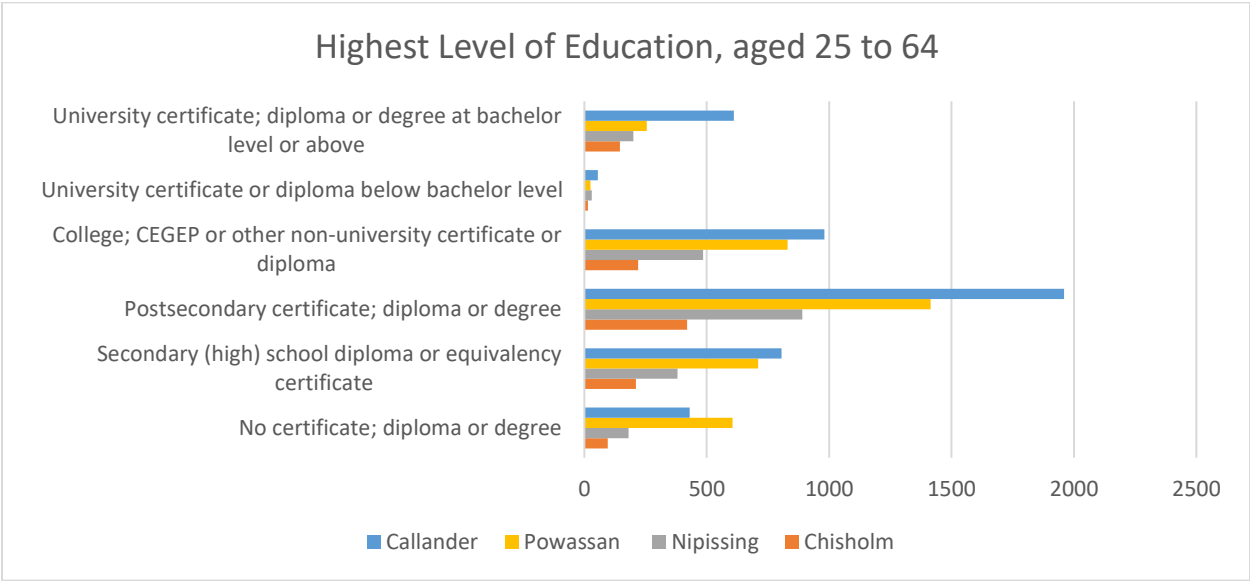


Figure 1.3 – 2021 Census Data

**Community Engagement**

Due to the large geographic area and the communities’ services belonging to separate districts, there were challenges in getting an Advisory Committee together. Some of the service providers main offices were out of North Bay and others from the Town of Parry Sound. If you were driving your car between these two towns it would take you about an hour and 44 minutes.

Because of the challenges, the Community Engagement process happened with two separate initiatives: 1) Community Survey and 2) Meeting with Service Providers and Community Stakeholders.

The Community survey was launched in late February 2021 and kept open until March 31, 2021. We had 88 participants from the region participate, of which 51.1% were from the Municipality of Powassan. Majority of the respondents identified as married females, with 49% of all respondents answering that they were satisfied with their personal

safety.

Of the respondents, 42.5% agreed that there is adequate policing in our area vs 16.1% disagreeing. When asked if your community's crime rate was high; 80.7% replied No and 19.3% replied Yes.

The top 5 important safety and well-being priorities identified in the survey were: 1) Crime Prevention (44.3%), 2) Access to Service (34.1%), 3) Mental Health (33%), 4) Physical Health, access to healthcare (31.8%) and 5) Community belonging (30.7%).

See Appendix B for full Community Survey Results

On March 24<sup>th</sup> 2021, an online meeting with service providers and community stakeholders was had. The following organizations/agencies (Advisory Committee) were represented at the meeting:

Almaguin Highland Community Living, Powassan	St Theresa School	Children's Aid Society Nipissing/Parry Sound
Parry Sound Social Services Administration Board	North Bay Police Service	Ontario Provincial Police
North Bay Parry Sound Catholic School Board	MT Davidson School	Council of Municipality of Powassan
Council of Municipality of Callander	Council of Township of Chisholm	Powassan and Area Family Health Team

\* For organizations that could not be in attendance of the meeting, individual conversations were had with the working committee.

Both initiatives produced very similar results with mental health and access to services being the top priorities. As a result, the identified priorities that the PCNC working committee dedicated to working on are Mental Health, Access to Service and Crime Prevention.

## Identified Priorities

### Mental Health

#### Context

#### Description

Mental Health and Cognitive issues can be broadly defined as problems with psychological and emotional well-being or intellectual functioning. This includes diagnosed problems, grief, self-harm and suicide.

Cognitive issues include reduced intellectual functioning that may have existed since birth, as a result of an injury, or through the normal course of aging.

The underlying causes of mental health are similar to those associated with substance abuse, such as intergenerational trauma, social isolation, poverty etc. Many individuals experience both mental health and substance abuse issues, combining for complex needs.

### Current State & Supporting Statistics

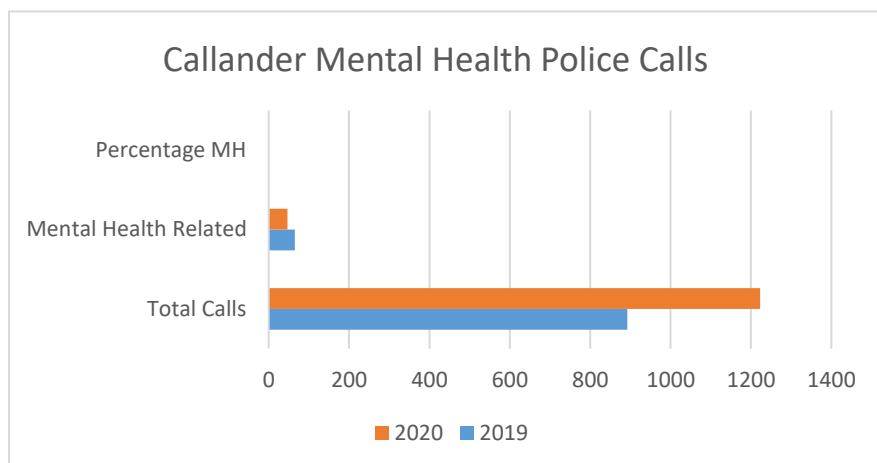
Issues relating to mental health were identified by nearly all panel members during advisory committee consultations as a leading cause for concern in the service area.

The Nipissing –Parry Sound District Health Unit (NBPSDHU), including the PCNC area, experience rates of E.R. visits and hospitalization due to mental health issues that are within the average range in Ontario as a whole.

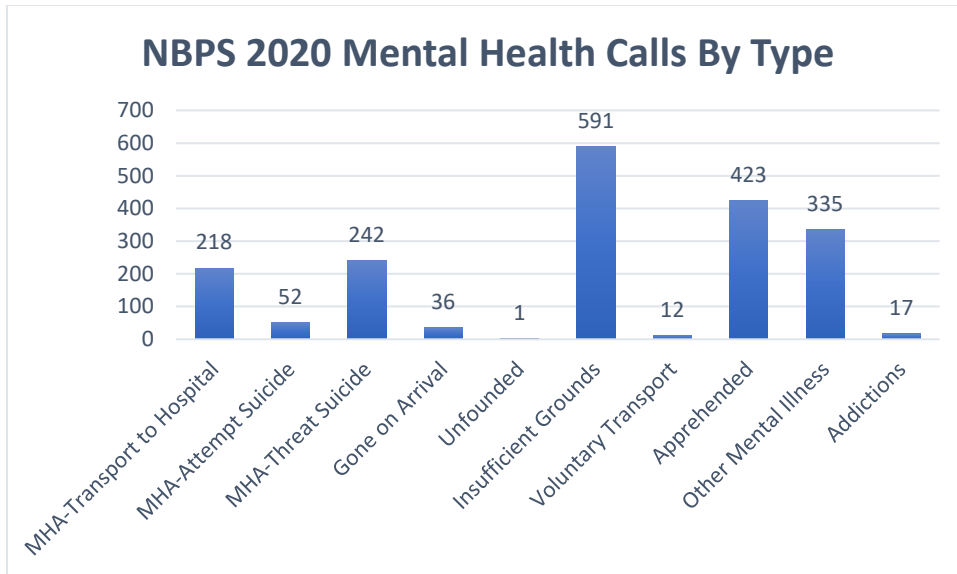
Child and youth mental health outcomes are also a concern the NBPSDHU. The Centre for Addictions and Mental Health (CAMH) reported in 2016 that youth in Canada aged 15-24 are more likely than any other age group to experience mental illness and/or substance abuse disorder. This greatly affects development, success in school and ability to live a fulfilling and productive life.

With an increase in the regional population over 65 projected between 2016 and 2025, demand for supports for dementia and independent living are expected to increase.

*Mental Health was identified as the third highest priority risk factor by community survey respondents.*







North Bay Police Service’s mental health call type distribution is thought to mirror the region on the whole.

### Vulnerable Groups

Mental Health impacts people in different ways throughout their lives, everyone from children to seniors are potentially vulnerable. Survivors of abuse, or with a history of involvement with the Child Welfare System are particularly vulnerable.

Over the last five years of operation, the North Bay Gateway Hub identified Mental Health as the number one risk priority facing their clients. See Appendix C for further information.

### Existing Programs & Services

The communities in the PCNC area offer programs and services that address issues relating to mental health. These programs are offered through local, regional, and national service providers. The following table outlines the

existing programs and services as inventoried through interviews and focus groups with the Advisory Committee and key stakeholders.

Organization	Major Programs and Services	Population Served
<b>Almaguin Highlands Community Living</b>	provides services and support to people who have an intellectual disability	-youth and adults affected by mental health disability
<b>Local Health Integration Network</b>	Care Coordinators –connect individual with other service providers	Community at large
<b>Canadian Mental Health Association</b>	Assessment / screening Counselling / therapy / interventions Care and treatment planning / referral / advocacy Community outreach	Children, adults, seniors

<b>Gateway Hub</b>	-17 local partners and agencies involved, the collaborative meets to discuss situations of acute risk, and then collaborating on proactive solutions and supports for individuals and families.	High risk individuals, community at large
<b>North Bay Regional Health Centre</b>	-acute inpatient psychiatry unit, acute mental health services, substance abuse/withdrawal management, Assertive Community Teams, Child and Adolescent Mental Health Unit, Safe Beds, etc..	Community at large
<b>Nipissing Mental Health Housing and Support Services</b>	Support, advocacy and housing for those who have serious and persistent mental health illness	Adults
<b>Community Counseling Centre of Nipissing</b>	mental health and addictions services	Adults

**Contributing Factors**

**Risk Factors**

Risk Factors influencing the PCNC area are:

- Substance use
- Adverse childhood experiences, trauma
- Contact with child welfare system
- Stigma associated with accessing help in a small community
- Isolation (seniors) – and generally relating to COVID 19
- Lack of affordable housing

In a 1-year period (April 20, 2020 – April 18, 2021), a total of 666 overdoses were reported in the NBPSDHU. 37 of resulted in death.

- Lack of community relationships, education / employment
- Access to services (getting there)

### Protective Factors

The following elements have been identified as important to support mental health in Red Lake and Ear Falls.

- Schools, childcare centres
  - Structure and eyes on early identification
- Gateway Hub
  - Opportunity for a coordinated response
- Outreach and supportive person-oriented programs
  - Home visits
  - Help getting to doctor appointments
  - Supports oriented to healthier lifestyles
  - Programs and support that help people where they are, focus on overall well-being, and build trust
- Housing, education / employment supports
- Community relationships, and connections
- Access to nationwide resources and expertise (e.g. Canadian Medical Association (CMA) connections)
- Trauma informed staff, boards, organizations

### Gaps & Barriers

Key gaps and barriers identified that impact the ability of community members to meet their needs in relation to addressing Mental Health:

- Psychiatric and psychological services not readily available locally which is partially related to recruitment and retention challenges
- Shortage of homecare / personal support workers
- There is a wait list for mental health counselling services (2 to 3 weeks)
- Regional shortage of complex care beds
- Stigma attached to asking for help with mental health
- Lack of youth hub / drop-in space for recreation / connections

### Associated Ministry Risk Factors

- Mental Health – diagnosed, suspected or self-reported problem
- Grief
- Mental health problem in the home
- Not following prescribed treatment
- Witnessed traumatic event
- Self-harm – threatened or engaged in
- Suicide – affected by, current or previous risk

### Ministry Protective Factors

- Accessing resources/services
- Adaptability
- Personal coping strategies
- Self-esteem & self-efficacy
- Taking prescribed medications

## Objectives

Objectives were identified in a planning session with the Advisory Committee. Priority objectives are items that were deemed essential – requiring immediate attention.

Objectives	Description	Target Completion
<b>Gateway Hub Representation</b>	Ensure representation for at risk residents on the Gateway Hub	2021
<b>Increase Service Awareness</b>	Engage in a collaborative public awareness across the four municipalities to educate at risk individuals about the resources already in place to support them.	2021

## Target Outcomes

The target outcomes for the mental health pillar are:

Short-term	Intermediate	Long-term
- Increased awareness of services available	- Quicker connection to mental health services	- Reduced number of calls for emergency services
- Increased local availability of mental health supports	- Increased engagement with mental health programs	- Decrease in emergency room visits related to mental health
	- Increased engagement with other social supports	- Decrease in incidents of self harm

## Access to Services

### Context

#### Description

Access to services may refer to program availability or the ability to physically gain access to available services.

Services can be defined as medical and health care including long-term care, mental health and disease prevention and treatment; family support including early learning centres for children, respite care for a variety of home care situations or child care assistance; food security including food banks and access to grocery stores.

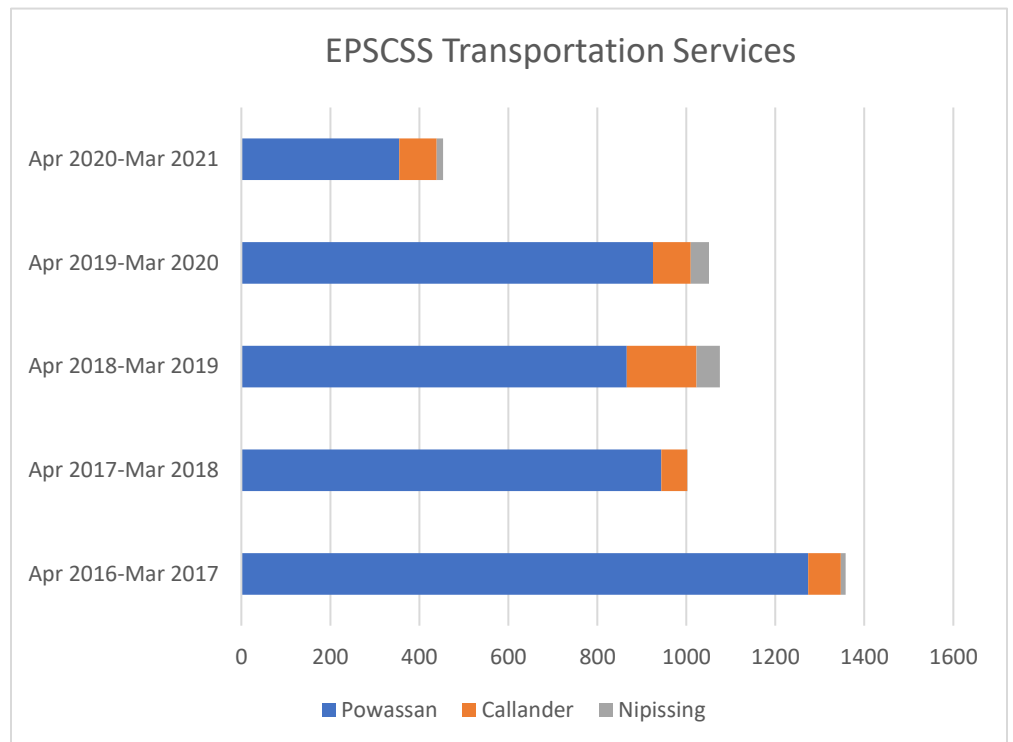
As the population ages and economic circumstances change, the ability to access services and the variety of services required will change and the importance of community programming support is heightened. Access to services impacts general health care, mental health and family stability.

## Current State & Supporting Statistics

Access to services has different implications to different people in a large, rural region which describes the areas covered by this document.

Distance to services and transportation are concerns for those living in rural areas without localized services such as Nipissing and Chisholm. Powassan and Callander have urban centres which contain doctors, nurse practitioners, additional health services such as dental, physiotherapy and massage therapy as well as food banks and service clubs such as Legions.

Living in a rural setting requires alternate modes of transportation as public transportation is not available in any of the participating municipalities. Not all residents own a reliable vehicle, and in some cases, residents are not able to drive for a number of possible reasons. The East Parry Sound Community Support Services (EPSCSS) uses volunteer drivers, using their own vehicle, to take clients to medical and other related appointments.



Some medical services can only be accessed in North Bay or in larger cities. There is an increased demand on services for mental health, certain diagnostic procedures and outpatient services overall in the area and this may be a delay in access to services.

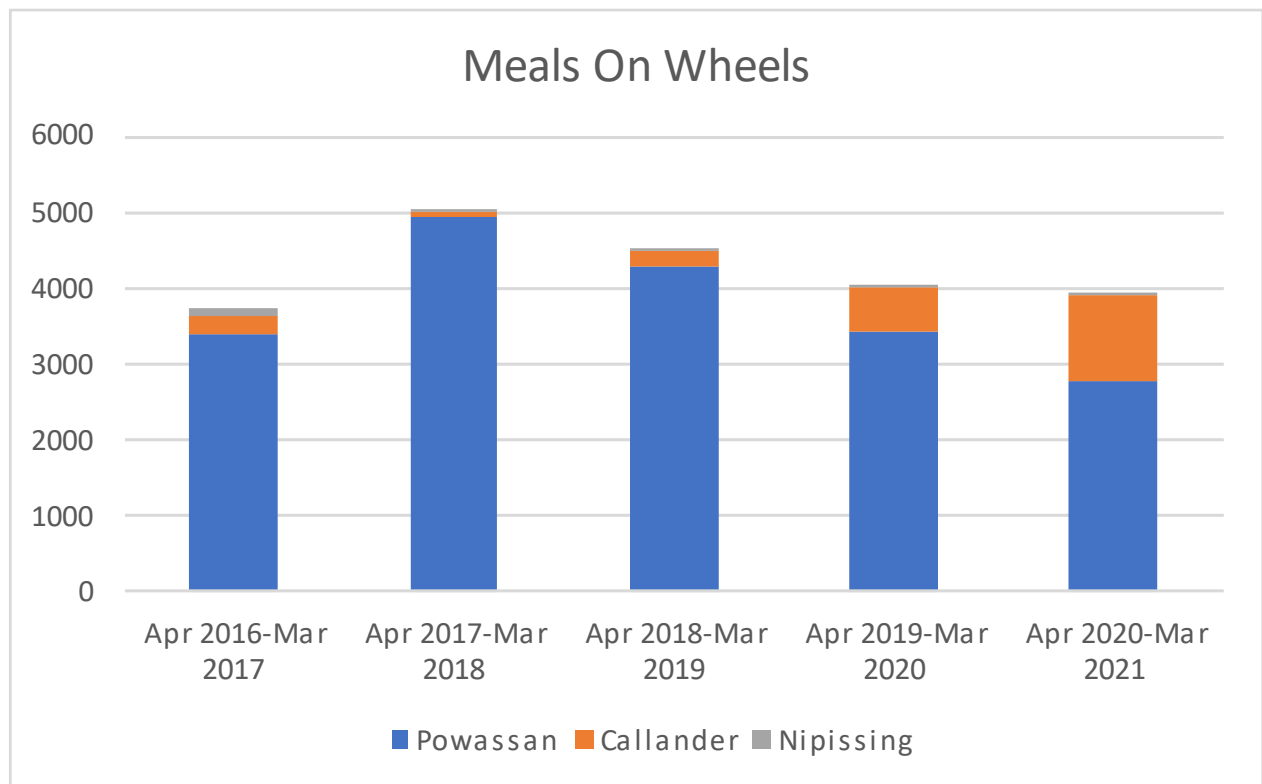
In response to concerns about limited services and access to services, two new programs have been launched. One in North Bay administered by the North Bay Regional Health Centre called the Geriatric Community Outreach Program and one in the Parry Sound District called Community Paramedicine supported by the District of Parry Sound EMS. These programs bring care to patient's homes and are implemented by discharge planning from hospital care and family practitioners.

## Food

Food Banks are established in the Municipality of Callander and the Municipality of Powassan, serving areas around the municipal boundaries including the Township of Chisholm and the Township of Nipissing.

The North Bay Parry Sound District Health Unit has identified food insecurity related to financial constraints as a community concern requiring action by the Provincial government. Councils received information packages on this issue and continues to provide education materials.

The East Parry Sound Community Support Services Program supports Meals on Wheels and frozen meal supports for seniors over the age of 65 and people with disabilities.



## Medical and Health

There is a Health Centre located in Callander which hosts the Callander Lakeside Medical Clinic, dental, chiropractic and has a drug store within the group. Powassan has the Powassan & Area Family Health Team which includes a number of services including family doctors, nurse practitioner, nurse and social worker on staff.

There is a wait list in Northern Ontario for a family physician. The doctor shortage in this area has been a concern for a number of years. Those looking for a doctor may

sign up using the Provincially hosted Health Care Connect and wait for an availability nearby. Otherwise, care is provided using the Emergency Department at the North Bay Regional Health Centre when required.

There are programs available to assist people with disabilities and/or 65+. These programs are supported by the East Parry Sound Community Support Services and administered under Eastholme Home for the Aged, located in Powassan.

### Family/Child Programs

District of Parry Sound Social Services Administration Board covers Callander, Powassan and Nipissing whereas the District of Nipissing Social Services Administration Board covers Chisholm.

Child Care assistance and Early Childhood programs are supported by each DSSAB.

### Mental Health

There is a Mobile Crisis Team supported through the North Bay Regional Health Centre and the North Bay Police Services, this covers the Municipality of Callander. The OPP also works with a crisis team and covers the Powassan, Nipissing and Chisholm catchment area.

### Vulnerable Groups

The groups impacted by limited access to services can be identified as:

Physical access to services (transportation services concerns)

- Seniors
- Low to limited income earners

Accessing services where there is limited programming available

- All demographic groups

### Existing Programs & Services

The communities in the PCNC area offer programs and services that assist in accessing services including transportation, food security and medical/health care. The following table outlines the existing programs and services as inventoried through interviews and focus groups with the Advisory Committee and key stakeholders.

Program Name & Description	Contact Information
<b>Powassan &amp; District Food Bank</b> Serves Powassan, Nipissing, Chisholm and unincorporated areas in proximity.	705-724-3015 250 Clark Street Powassan, ON P0H 1Z0 Hours: Wednesday 11 am to 5 pm
<b>Callander and area Food Bank</b> Serves Callander, Corbeil and Astorville.	705-752-4819 78 Lansdowne Street Callander, ON P0H 1H0

	Hours: Tuesday 9 am to 12 pm (noon)
<b>Powassan &amp; Area Family Health Team</b> Family Doctors Nurse Practitioner Nurse Social Worker Serves Powassan and Area	705-724-1020 Powassan Medical Centre 507 Main Street Powassan ON P0H 1Z0 Hours: Mon to Thurs 9 am to 3 pm Friday 8 am to 12 pm (noon)
<b>Callander Health Centre</b> Lakeside Medical Clinic Callander Dental Chiropractic Serves Callander and Area	705-752-1004 Medical 705-752-1510 Dental 705-752-4572 Chiropractic 299 Main Street North Callander, ON P0H 1H0
<b>East Parry Sound Community Support Services Program</b> Serves Powassan, Callander, Chisholm, Nipissing and unincorporated areas in proximity. Meals on Wheels, Frozen Meals Transportation Services for those over 65 years of age or with a disability to medical and necessary appointments.	705-724-6028 P.O. Box 400 62 Big Bend Avenue Powassan, ON P0H 1Z0
<b>District of Nipissing Social Services Administration Board</b> Serves the District of Nipissing. Children's Services Ontario Works Housing Services	877-829-5121 toll free 705-474-2151 (North Bay) 200 McIntyre Street East North Bay, ON P11B 8J8 Mon to Fri 8:30 am to 4:30 pm
<b>District of Parry Sound Social Services Administration Board</b> Serves the District of Parry Sound Children's Services Ontario Works Housing Services Women's Shelter	800-461-4464 toll free 705-746-7777 (Parry Sound) 1 Beechwood Drive Parry Sound, ON P2A 1J2

**Gaps & Barriers**

Key gaps and barriers identified that impact the ability of community members to access services:

- Medical and health care services located in urban centres or larger cities requiring travel and possible hotel costs, loss of support community during the event.
- Shortage of Doctors and Health Care Professionals in the area, access to medical care may be limited to Emergency Room visits and results in a lack of continuation of care.
- Services closest to the municipalities are located in the District of Nipissing however some municipalities are designated as District of Parry Sound.



## Objectives

Objectives were identified in a planning session with the Advisory Committee. Priority objectives are items that were deemed essential – requiring immediate attention.

Objectives	Description	Target Completion
<b>Promote Awareness of Service Programs</b>	Ensure information is promoted throughout all available channels in all municipalities. Ensure Staff of municipalities are aware and provided the information to supply to residents when inquiries are received.	2021
<b>Council Support for Health Care professional recruitment strategies in the local municipalities.</b>	Engage local Health Care services to provide local Council support and awareness at all levels of government for the recruitment of health care professionals in local municipalities.	2021

## Target Outcomes

The target outcomes for the access to services pillar are:

Short-term	Intermediate	Long-term
- Increased awareness of services available	- Maintain updated program information and collaborate on programming needs	- All residents have access to a family physician, have access to all levels of care
- Encourage continued community feedback on programming needs	- Increased engagement with community and program providers	- Decrease in emergency room visits for routine health matters, reduced crisis intervention requirements as program needs meet immediate life needs

# Crime Prevention

## Context

### Description

Crime prevention speaks to a desire to circumvent a crime before it occurs. Extensive research has been done in defining crime prevention. The definition guiding crime prevention in Ontario reads as follows:

*“The anticipation, recognition and appraisal of a crime risk and the actions taken – including the integrated community leadership required – to remove or reduce it”.*

This category includes animal cruelty, arson, break and enter, child abuse, drug trafficking, elder abuse, homicide, human trafficking, intimate partner or domestic violence, physical assault, theft, sexual assault, and threats.

Although it is difficult to get a clear picture of police crime statistics for the PCNC region as a whole because of the differences in reporting between the OPP detachments and the North Bay Police Department, individual statistics are available for the OPP detachment and Police Service, and a review of this information will be of utmost importance as action planning in this area begins.

Community safety is one of the concerns most frequently expressed by Ontarians and a factor that became clear through our community survey. Although statistics point to overall falling crime rates, Ontario’s citizens want assurances that they are safe in their own communities.

The Ontario government is dedicated to making Ontarians safer in their communities by being tough on crime through effective enforcement and crime prevention. The key to enhancing personal and community security through crime prevention is to actively address the risk factors associated with crime.

Provincially, the Ministry of Community Safety and Correctional Services (MCSCS) has a strong commitment to preventing crime. MCSCS continuously delivers services and sets standards, policies and guidelines in policing, corrections and public safety to keep Ontario’s communities safe. This is evident through the extensive work undertaken in partnership with various municipal police services, the Ontario Provincial Police (O.P.P.), all levels of government and community agencies in promoting crime prevention through community policing and community mobilization throughout the province.

In addition, a number of ministries are involved in the support and delivery of community well-being and social development related programs that contribute to crime prevention. Strong legislative, policy and program ground work has been laid throughout the province and communities across Ontario have built varying degrees of local crime prevention capacity.

## Current State & Supporting Statistics

	Chisholm				Nipissing			
	2018	2019	2020	2021	2018	2019	2020	2021
<b>Drugs</b>	1	2	0	1	3	0	0	0
<b>Operational Crime</b>	75	58	51	65	84	115	86	100
<b>Other Criminal Code Violations</b>	4	5	2	3	2	3	6	2
<b>Property Crime</b>	8	8	9	16	15	24	16	11
<b>Mental Health/Landlord Tenant Calls</b>	5	8	9	6	12	7	11	17
<b>Traffic</b>	16	20	14	9	12	10	14	18
<b>Violent Crime</b>	2	4	1	5	7	7	14	7
<b>Total</b>	<b>111</b>	<b>105</b>	<b>86</b>	<b>105</b>	<b>135</b>	<b>166</b>	<b>147</b>	<b>155</b>

	Powassan				Callander		
	2018	2019	2020	2021	2019	2022	
<b>Drugs</b>	2	2	0	1	4	5	
<b>Operational Crime</b>	229	265	223	250	618	472	
<b>Other Criminal Code Violations</b>	5	13	13	9	0	88	
<b>Property Crime</b>	40	38	54	49	14	37	
<b>Mental Health/Landlord Tenant Calls</b>	30	33	24	59	0	16	
<b>Traffic</b>	30	35	21	30	86	314	
<b>Violent Crime</b>	28	21	14	18	10	10	
<b>Total</b>	<b>337</b>	<b>405</b>	<b>349</b>	<b>416</b>	<b>732</b>	<b>942</b>	

## Vulnerable Groups

- Low income earners (includes recipients of Ontario Works income support,
- Ontario Disability Support Program /employed in other than resource industry
- Indigenous persons
- Youth
- Women
- Single parents

## Existing Programs & Services

The communities in the PCNC area offer programs associated with crime prevention. These programs are offered through local, regional, and national service providers. The following table outlines the existing programs and services as inventoried through interviews and focus groups with the Advisory Committee and key stakeholders.

Organization	Major Programs and Services	Population Served
<b>Rural Communities throughout the PCNC Region</b>	Rural Watch	Community at Large
<b>Community Organizing</b>	Neighbourhood Watch	Callander Downtown Core
<b>North Bay Police</b>	Boots on the Ground Initiative	Callander Downtown Core
<b>Ontario Provincial Police</b>	Crime Stoppers	Provincial/Federal
<b>Ministry of Children, Community and Social Services</b>	Ontario's Anti-Human Trafficking Strategy	Provincial
<b>Poverty Reduction Strategy</b>	Ontario Government	Provincial
<b>Ministry of Children, Community and Social Services</b>	Child Welfare Redesign	Provincial/Indigenous Population
<b>Ministry of Health</b>	Roadmap to Wellness: A plan to build Ontario's Mental Health and Addictions system	Provincial

## Contributing Factors

### Risk Factors

Risk factors are the negative characteristics and/ or conditions present in individuals, families, communities or society that may increase the presence of crime or fear of crime in a community. These factors may also increase the likelihood that individuals engage in crime and/or become victims. It is important to note that these risk factors are multi-dimensional and overlap with each other.

Risk Factors			
Individual	Family/Peers	Community	Society
Behavioural Problems Poor educational achievement Poor mental health Prior criminal behaviour Racism/Marginalization Victimization/Abuse	Abuse Few economic resources Neglect Negative parenting Poor peer influences Parent/sibling criminality	Crime in area Few social services High poverty concentration Poor housing	Cultural norms supporting violence Social disorganization Negative media messaging

**Protective Factors**

Protective factors are positive elements that can mediate or moderate the effect of being exposed to risk factors and can help to foster healthier individuals, families and communities thereby increasing the safety of a community.

Protective Factors			
Individual	Family/Peers	Community	Society
Personal coping strategies Strong attachment to adult Positive school experience Self-esteem Self-efficacy Sense of responsibility	Adequate parental supervision Parent(s) engaged in child's life Positive peer influences	Housing in close proximity to services Cohesive communities' Recreational facilities for youth	Low social tolerance of violence High awareness of the determinants of well-being

**Gaps & Barriers**

The legitimization of crime prevention, recognition of the importance of data and evidence, multi-sectoral approaches are among major successes identified with crime prevention. As rural communities, our vastness and lack of ability to provide equal service across large swaths of land are among the many challenges, barriers and gaps can be identified. Other examples include:

- funding and programming
- more inclusiveness and broader, ongoing engagement.
- the need for sharing data and best practices.
- accessing appropriate services and programs

**Emerging Issues**

- The need for youth engagement, youth employment
- Engagement with marginalized communities, availability of social services and diversion from the justice system
- The need to address racism and hate crimes
- Cyberbullying

## Objectives

- Strengthen sense of safety in communities across the PCNC Region.
- Bring together various levels of government, police, community agencies, individual community members, business, educators and health care professionals to create an integrated approach to crime prevention.
- Ensure federal/provincial/municipal initiatives are complementary and aligned.
- Enhance community level involvement, ownership and control in the development and implementation of crime prevention activities.
- Identify priority areas and vulnerable groups affected by crime and target the socio-economic risk factors of crime and reduce the opportunity to commit crime.
- Encourage outreach and education to garner support for crime prevention, community safety and well-being;

## Target Outcomes

### Target Outcomes

The target outcomes for the crime prevention pillar are:

Short-term	Intermediate	Long-term
- Increased awareness of crime prevention programs	- Consider other Crime Prevention strategies within the Province	- Implement new Crime Prevention strategies
- Educate communities on how to protect their personal property	- Engage with communities on crime prevention	-Reduction of crime and victimization

## Implementation of the Plan

- The PCNC working committee will agree to meet annually.
  - In 2022 the committee will meet in September for an in depth review of the plan.
  - From 2023 going forward, the committee will meet no later than the end of March to update and review statistics.
- Changes in Objectives, Target Outcomes and Risk Factors
  - Identify new outcomes, if applicable
  - Create a progress report for Councils
- The Advisory Committee will meet annually to review priorities and discuss changes within the identified priorities.
- Councils for each municipality will discuss annually and also use the CSWB plan report in decision making and planning going forward.

## **Evaluation of the Plan**

It is important that the plan be evaluated. Each of the priorities have short-, intermediate- and long-term outcomes that are measurable. Having measurable outcomes provides for both accountability and learning.

An annual progress report will be created by the PCNC working committee and presented to each council in each May starting in year 2023. This will also allow for Councils to contribute to the evolution of the CSWB plan.

## **Resources/End Notes**

1. Community Safety and Well-Being Plan Planning Framework, A shared Commitment in Ontario, Booklet 3 version 2
2. [https://www.who.int/health-topics/social-determinants-of-health#tab=tab\\_1](https://www.who.int/health-topics/social-determinants-of-health#tab=tab_1)

# APPENDIX A – Labour Market Group Newsletter March 2023



IN THIS EDITION

EDUCATIONAL ATTAINMENT  
JOB VACANCY DATA

## JOBS REPORT FEBRUARY 2023

TOTAL NUMBER OF JOB POSTINGS

**453** NIPISSING **175** PARRY SOUND

**66** from January **20** from January

TOP INDUSTRY WITH VACANCIES

**NIPISSING**  
Health Care & Social Assistance (22.3%)

**PARRY SOUND**  
Retail Trade (24%)

To view the full report, visit our website  
[www.thelabourmarketgroup.ca](http://www.thelabourmarketgroup.ca)  
[readysethired.ca](http://readysethired.ca)

Questions or concerns?  
Feel free to contact us at  
[info@thelabourmarketgroup.ca](mailto:info@thelabourmarketgroup.ca)

T. 705.478.9713

150 First Ave. West  
Suite 103, North Bay, ON  
P1B 3B9

The Labour Market Group is funded by:



## EDUCATIONAL ATTAINMENT



This table presents the educational attainment data for select age groups for 2021 and compares it to the 2016 numbers, for **ONTARIO**, **PARRY SOUND** and **NIPISSING**.



In **ONTARIO**, the trend between 2016 and 2021 has been towards an increase in university-level education, at the expense of all other categories of educational attainment.



Among those aged 15 to 24 years old, there has been less change, simply because within that age bracket, there will be a relatively constant proportion of educational attainment up to 18 years of age.



This has been especially pronounced among those aged 25 to 44 years old.

After that, only a certain percentage will obtain their post-secondary certificate before the age of 24 years old.



2016			SCHOOL	2021		
ONTARIO	PARRY SOUND	NIPISSING		ONTARIO	PARRY SOUND	NIPISSING
<b>15 TO 24 YEARS OLD</b>						
33%	40%	40%	No certificate, diploma or degree	32%	42%	37%
42%	38%	36%	High school certificate or equivalent	43%	41%	39%
2%	3%	3%	Apprenticeship certificate or equivalent	1%	2%	3%
10%	14%	14%	College certificate or diploma	10%	9%	13%
12%	5%	7%	University certificate, diploma or degree	14%	6%	8%
<b>25 TO 44 YEARS OLD</b>						
8%	11%	10%	No certificate, diploma or degree	7%	9%	9%
22%	29%	24%	High school certificate or equivalent	21%	31%	24%
5%	10%	7%	Apprenticeship certificate or equivalent	4%	9%	6%
25%	32%	35%	College certificate or diploma	23%	31%	36%
40%	19%	23%	University certificate, diploma or degree	46%	21%	25%
<b>45 TO 64 YEARS OLD</b>						
13%	15%	14%	No certificate, diploma or degree	11%	13%	13%
27%	30%	26%	High school certificate or equivalent	26%	32%	27%
7%	12%	10%	Apprenticeship certificate or equivalent	6%	10%	7%
24%	28%	33%	College certificate or diploma	24%	30%	34%
29%	14%	16%	University certificate, diploma or degree	33%	16%	18%

Educational Attainment, Nipissing, Parry Sound and Ontario CONTINUED

Source: Statistics Canada

[www.thelabourmarketgroup.ca](http://www.thelabourmarketgroup.ca)



**COMING SOON!**  
**LOCAL LABOUR MARKET**  
**PLAN 2023**

**2023**  
**WORKFORCE**  
**WEEK**

**APRIL 24-28, 2023**  
 STAY TUNED FOR A FULL  
 WEEK OF EVENTS!

Questions or concerns?  
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[info@thelabourmarketgroup.ca](mailto:info@thelabourmarketgroup.ca)



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 P1B 3B9




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Educational Attainment CONTINUED


**THERE IS A CONSISTENT PATTERN FOR BOTH PARRY SOUND AND NIPISSING ACROSS ALL AGE GROUPS**


In general, residents in **PARRY SOUND** and **NIPISSING** are considerably:

More likely to have a college education.   Less likely to have a university degree. 

*(compared to the provincial average.)*

Comparing the two areas to each other, residents of **PARRY SOUND** are slightly more likely to have either **NO** certificate, a high school diploma or an apprenticeship certificate. 

Residents of **NIPISSING** are slightly more likely to have a college diploma or a university degree. 

They are also slightly more likely to have either **NO** certificate, a high school diploma or an apprenticeship certificate than the provincial average. 

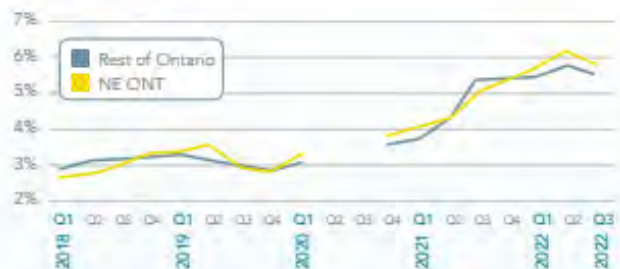
Compared to the educational attainment profile in 2016, residents of both **PARRY SOUND** and **NIPISSING** across all three age groups were slightly more likely to have obtained a university education. 

**JOB VACANCY DATA**

The chart below illustrates job vacancy data from StatCan's Job Vacancy and Wage Survey, for the period January 1, 2018, to September 30, 2022. In terms of time frames, the data is reported by quarters and, in terms of geography, by economic region. Both **PARRY SOUND** and **NIPISSING** fall within the **Northeast Ontario** economic region (NE ONT). Rest of Ontario reflects the data for Ontario minus the Toronto Region. (Data collection was suspended for the second and third quarters of 2020.)



**JOB VACANCY RATE, NORTHEAST ONTARIO AND REST OF ONTARIO, Q1 2018 TO Q3 2022**



Throughout 2018 and 2019, the job vacancy rate in **Northeast Ontario** very closely tracked a relatively stable trend for the Rest of Ontario, hovering between 2.7% and 3.6%.



With the resumption of data collection in Q4 2020, the job vacancy rate started climbing significantly, peaking in Q2 2022 at 6.2% in **Northeast Ontario** and 5.8% in the Rest of Ontario.



In the subsequent and last reported quarter, the rate has declined slightly. The data clearly illustrates the recent greater challenges that employers have in recruiting new workers.

Source: Statistics Canada

[www.thelabourmarketgroup.ca](https://www.thelabourmarketgroup.ca)

## APPENDIX B – Community Survey Results

3/31/2021 Community Safety and Well Being Survey

### Community Safety and Well Being Survey

88 responses

#### Where do you live?

Municipality of Powassan 51.1%

Township of Chisholm 25.0%

Municipality of Callander 15.9%

Township of Nipissing 8.0%

out of 88 answered

3/31/2021 Community Safety and Well Being Survey

#### What is your age?

36-55 years old 42.0%

56-65 years old 29.5%

26-35 years old 13.6%

66-75 years old 11.4%

> 75 years old 2.3%

20-25 years old 1.1%

16-19 years old 0.0%

<16 0.0%

out of 88 answered

3/31/2021 Community Safety and Well Being Survey

#### Gender: How do you identify?

Female 80.7%

Male 18.2%

Prefer to self describe 1.1%

Non-binary 0.0%

out of 88 answered

3/31/2021 Community Safety and Well Being Survey

#### What is your marital status?

Married/common law 78.4%

Single 11.4%

Divorced 4.5%

Widow/er 3.4%

Family 1.1%

Single Parent 1.1%

out of 88 answered

3/31/2021 Community Safety and Well Being Survey

#### Are you a permanent or seasonal resident?

Permanent 97.7%

Seasonal 2.3%

**How do you feel about your personal safety?**

Satisfied 48.9%  
Very satisfied 40.9%  
Neutral 10.2%  
Dissatisfied 0.0%  
Very Dissatisfied 0.0%

out of 88 answered

3/31/2021 Community Safety and Well Being Survey

**Have you ever felt unsafe due to any of the following?**

Not applicable 79.1%  
Gender or sexual identity 15.1%  
Disability 4.7%  
socioeconomic status 1.2%  
Race 0.0%

out of 88 answered

3/31/2021 Community Safety and Well Being Survey

**I feel my community has adequate policing.**

Agree 42.5%  
Neutral 33.3%  
Disagree 16.1%  
Strongly agree 5.7%  
Strongly disagree 2.3%

**I feel like my community's crime rate is high.**

No 80.7%  
Yes 19.3%

out of 88 answered

3/31/2021 Community Safety and Well Being Survey

**What are the 5 most important safety and well being priorities to you?**

Crime prevention 44.3%  
Access to service 34.1%  
Mental health 33.0%  
Physical health, access to healthcare 31.8%  
Community belonging 30.7%  
Employment opportunities 30.7%  
Adequate and affordable housing 27.3%  
Personal and overall safety and security 26.1%  
Traffic safety on roads 26.1%  
Healthy childhood development 25.0%  
Support programs for seniors 23.9%  
Physical activities 20.5%  
Food security 19.3%  
Community pride 18.2%  
Addictions and substance abuse 17.0%  
Accessibility for persons with disabilities 15.9%  
Youth initiatives 15.9%  
Safe and well maintained walking areas with adequate lighting 12.5%

Support programs for youth 12.5%  
Domestic violence 8.0%  
Transportation barriers 8.0%  
Poverty and income 5.7%  
Discrimination 4.5%  
Human trafficking 3.4%  
Traffic safety on trails 3.4%  
Skills and development for employment 1.1%  
Victim services - lack thereof 1.1%  
3/31/2021 Community Safety and Well Being Survey

**Overall, my physical health is:**

Very good 52.3%  
Good 31.8%  
Excellent 9.1%  
Fair 4.5%  
Poor 2.3%  
out of 88 answered  
3/31/2021 Community Safety and Well Being Survey

**I feel I can access adequate healthcare in my community, including supports for physical health and well being,**

Agree 36.4%  
Neutral 25.0%  
Disagree 22.7%  
Strongly agree 10.2%  
Strongly disagree 5.7%  
out of 88 answered  
3/31/2021 Community Safety and Well Being Survey

**Overall my mental health is:**

Very good 54.5%  
Good 28.4%  
Excellent 11.4%  
Fair 4.5%  
Poor 1.1%

**Do you have access to healthcare benefits for physical or mental health supports?**

Yes 74.7%  
No 25.3%  
out of 88 answered  
out of 88 answered  
3/31/2021 Community Safety and Well Being Survey

**In the past 12 months, have you experienced negative impacts (emotional, physical, financial) due to any of the following:**

I have not experienced any negative impacts 41.4%

family members mental health 28.7%

own mental health 24.1%

someone else's mental health 5.7%

out of 88 answered

3/31/2021 Community Safety and Well Being Survey

The following factors have impacted my ability to receive proper physical or mental health supports:

I have not required supports 50.0%

Cost/affordability 18.2%

Other 11.4%

Program/clinic accessibility 9.1%

program/clinic location 6.8%

Felling unwelcome/judged in a program 2.3%

Lack of transportation to a program 2.3%

Hours of operation 0.0%

out of 88 answered

3/31/2021 Community Safety and Well Being Survey

**In the past 12 months did drinking alcohol negatively impact any of the following?**

Not applicable 87.4%

Physical health 6.9%

Mental health 3.4%

Personal relationship 2.3%

Living situation 1.1%

Employment 0.0%

out of 88 answered

3/31/2021 Community Safety and Well Being Survey

**In the past 12 months did the use of drugs or other substances negatively impact any of the following:**

Not applicable 95.5%

Mental health 2.3%

Living situation 1.1%

Personal relationships 1.1%

Physical health 1.1%

Employment 0.0%

out of 88 answered

3/31/2021 Community Safety and Well Being Survey

**Part 1: In the past 12 months have you experienced negative impacts due to any of the following:**

Not applicable 84.1%

Someone else's substance abuse 6.8%

Family member's substance abuse 4.5%

Own substance abuse 4.5%

out of 88 answered

3/31/2021 Community Safety and Well Being Survey

**Part 2: If you have experienced negative impacts relating to substance abuse, which substance caused these impacts?**

Not applicable 80.5%  
Alcohol 13.8%  
Cannabis 4.6%  
Opioids (heroin, fentanyl, etc.) 2.3%  
Stimulants (cocaine, methamphetamine, etc.) 2.3%  
Tobacco 2.3%  
Prescription drugs 1.1%

out of 88 answered

3/31/2021 Community Safety and Well Being Survey

**Overall I feel I have family and friends I can rely on.**

Yes 95.5%

No 4.5%

**How do you prefer to socialize?**

In person 1:1 61.4%

Out in public 26.1%

Online 4.5%

Telephone 4.5%

Social media 3.4%

out of 88 answered

3/31/2021 Community Safety and Well Being Survey

**Are there any programs, supports, services you wish were available in your area for:**

Not applicable 51.2%

Social engagement 25.6%

Friendship 19.8%

Inclusiveness 3.5%

out of 88 answered

3/31/2021 Community Safety and Well Being Survey

**Do any of the following factors affect your ability to participate in recreation and leisure activities within your community?**

I have not been impacted by these factors 40.7%

I have not sought out these programs 16.3%

Cost/affordability 11.6%

Hours of operation 9.3%

Feeling of being unwelcome 8.1%

Location 5.8%

Program/event accessibility 4.7%

Lack of transportation 3.5%

out of 88 answered

3/31/2021 Community Safety and Well Being Survey

**Have you ever avoided seeking help or obtaining support in your community for any of the following due to embarrassment, fear or presumed stigma?**

None 75.9%  
Emotional supports 17.2%  
Mental health supports 12.6%  
Physical health supports 6.9%  
Financial supports 5.7%  
Disability support 3.4%  
Substance abuse 2.3%  
Abuse 0.0%  
Educational supports 0.0%

out of 88 answered

3/31/2021 Community Safety and Well Being Survey

**Which of the following best describes your work situation (prior to COVID-19)**

Work full time 43.2%  
Retired 23.9%  
Self-employed 9.1%  
Work part-time 8.0%  
Casual work 4.5%  
Disability 3.4%  
Unemployed looking for work 3.4%  
Seasonal work 2.3%  
Multiple jobs 1.1%  
Unemployed, not looking for work 1.1%  
Student 0.0%

**I feel as though my job/work is stable and reliable.**

Agree 29.9%  
Strongly agree 29.9%  
Neutral 26.4%  
Disagree 9.2%  
Strongly disagree 4.6%

out of 88 answered

3/31/2021 Community Safety and Well Being Survey

**If you currently are or have ever been unemployed in your community, what factors prevented you from getting a job?**

Not applicable 77.0%  
Other 6.9%  
Childcare availability 4.6%  
Location 3.4%  
Skill set compatibility 3.4%  
Hours of operations/shifts 2.3%  
Lack of transportation 2.3%  
Lack of education 0.0%

Not accessible 0.0%

out of 88 answered

3/31/2021 Community Safety and Well Being Survey

**Total income annually for your household**



\$100,000-\$149,999 28.9%  
\$75,000-\$99,999 20.5%  
\$50,000-\$74,999 15.7%  
\$150,000+ 13.3%  
\$35,000-\$49,999 9.6%  
\$20,000-\$34,999 8.4%  
<\$20,000 3.6%

out of 88 answered

3/31/2021 Community Safety and Well Being Survey

**Overall, how do you feel about your personal finances?**

Moderate stress 41.4%  
Minimum stress 40.2%  
No stress 12.6%  
Overwhelming Stress 3.4%  
High stress 2.3%

out of 88 answered

3/31/2021 Community Safety and Well Being Survey

**If your community, or a regional program were to set up, would you support/participate in any of the following to improve well-being for yourself or the community in general?**

Increase number of low cost recreation activities 56.6%  
Develop and establish opportunities for community members to connect and gather for activities 48.2%  
Increase awareness, accessibility and navigation of community services. 42.2%  
Create and implement an online volunteer hub 36.1%  
Create cost effective public transportation between communities 31.3%  
Promote continued youth and adult education 25.3%  
Provide more caregiver supports 20.5%  
Prevent duplication of services and coordinate better care of community 18.1%  
Increase coordination and efforts to address issues associated with housing and homelessness 13.3%  
Increase advocacy for changes within personalized social services 12.0%

**What would your top solutions be for a safer community?**

Revive neighbourhood watch programs 65.5%  
Build community pride and foster personal accountability and responsivity 51.7%  
Increase police presence 43.7%  
Offering more education and awareness on needed topics 29.9%  
Examine property standards to improve poor housing conditions 9.2%

## APPENDIX C – Gateway Hub Report 2022



# North Bay Gateway Hub Summary Report 2022

## SECTION 1: Introduction and Overall Highlights

The following summary report represents the work of Community Mobilization- North Bay's Gateway Hub Situation Table for 2022. The metrics obtained for this report were gathered and analyzed by the Gateway Hub Community Development and Engagement Coordinator from the Risk Tracking Database (RTD) for North Bay from 1/01/2022 to 12/31/2022.

Currently there are 22 community agencies actively sitting as primary members at the Hub Table (See attachment SI update). The member agencies brought forward 46 situations at Acutely Elevated Risk in 2022. All (100%) of the discussions met the threshold of acutely elevated risk, and 71.74% (33) of those discussions that met the threshold of acutely elevated risk resulted in the overall risk being lowered.

In 2022 we had 94 meetings, with an average of 80% attendance. Throughout 2022 we had clients with higher risks with limited resources to address risks however each situation brought forward had a large commitment from agencies represented to support and provide key services, provide professional perspectives in discussion and in the interim to mitigate and reduce the levels of risk variables.

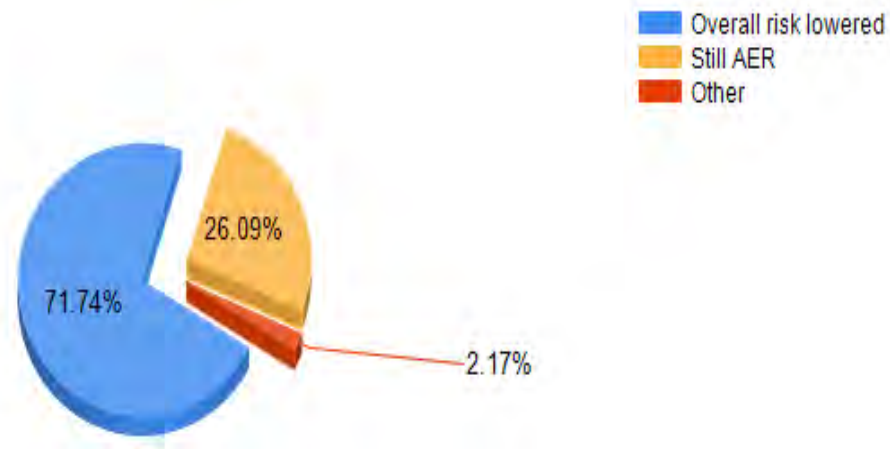
Table 1. shows the open and closed discussions throughout the year of 2022 at the Gateway Hub Situation Table.

**Table 1.** Open Discussions

Month	Discussions Opened
January	4
February	5
March	3
April	2
May	5
June	5
July	2
August	3
September	2
October	6
November	5
December	4

### Concluded Situations

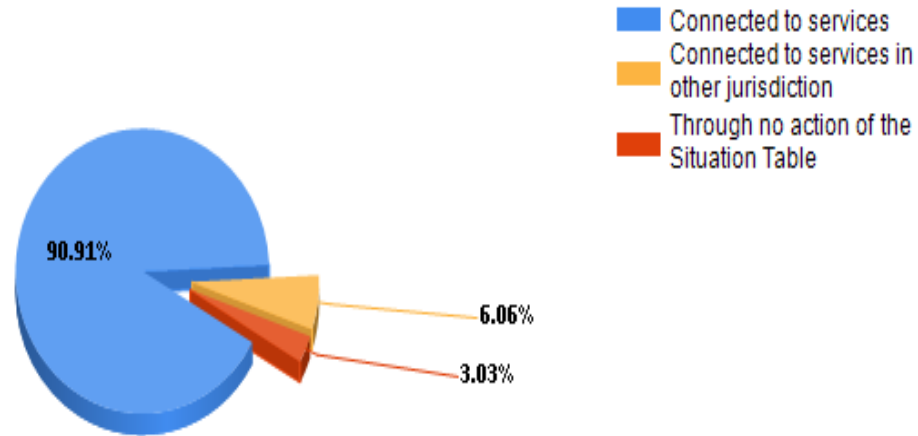
Referrals brought to the Hub Table deemed to warrant further discussion are considered situations. The large majority (71.74%) of 46 situations discussed at the Hub Table in 2022 concluded resulting in the overall risk being lowered (Table 2).

**Chart 1.** Conclusion Grouping**Table 2.** Conclusion Grouping

Conclusion Grouping	# Of Discussions	Percentage
Overall risk lowered	33	71.74%
Still AER	12	26.09%
Other	1	2.17%
Rejected	0	0.00%
<b>Total</b>	<b>46</b>	<b>100.00%</b>

With respect to Hub Discussions where they were closed as Overall Risk Lowered, the majority 90.91% were connected to services in the North Bay area, in 6.06% of the situations the overall risk was lowered through a service connection outside our jurisdiction, and in 3.03% of the discussions at Hub Table had a reduction in overall risk though no action of the Situation Table (Table 3).

**Chart 2.** Conclusion Reason-Overall Risk Lowered



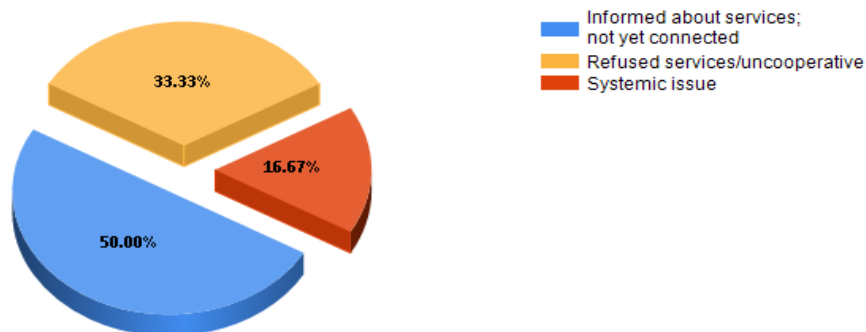
**Table 3.** Conclusion Reason- Overall Risk Lowered

Conclusion Reason - Overall Risk Lowered	# Of Discussions	Percentage
Connected to services	30	90.91%
Connected to services in another jurisdiction	2	6.06%
Through no action of the Situation Table	1	3.03%
<b>Total</b>	<b>33</b>	<b>100.00%</b>

Discussions Closed as 'Still AER'

Twenty-six percent (12) of the 46 Discussions were closed as 'Still AER'; and 1 (2.17%) of those was marked as 'Other-Unable to locate'. For those discussions still marked 'Still AER' at closing the reasons are as follows: 6 Discussions (50%) were informed of services but had not yet connected with the service(s), while 33.33% had refused services and/or were uncooperative and 16.67% faced systemic issues (Chart 3 and Table 4).

**Chart 3.** Conclusion Reason- Still AER



**Table 4.** Conclusion Reason-Still AER

Conclusion Reason - Still AER	# Of Discussions	Percentage
Informed about services; not yet connected	6	50.00%
Refused services/uncooperative	4	33.33%
Systemic issue	2	16.67%
<b>Total</b>	<b>12</b>	<b>100.00%</b>

**Table 5:** Conclusion Reason-Other

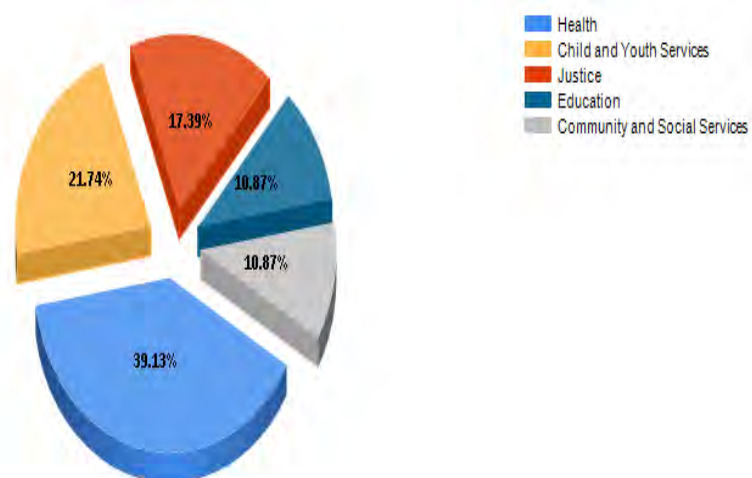
Conclusion Reason - Other	# Of Discussions	Percentage
Unable to locate	1	100.00%
<b>Total</b>	<b>1</b>	<b>100.00%</b>

On average the number of days it took to close a discussion at the Hub for 2022 was 9. That is compared with 8 days in 2021 and 13 days in 2020. Given the rising complexity and nature of those who are being presented at the situation table, we are holding discussions open until a confirmed connection to a stabilizing support has been established. Our rapid mobilizations are still being done within 24-48 hours, except where it is by situation extended.

## SECTION 2: Sector & Agency Engagement

### Sector Identification Report

In 2022 the leading sectors presenting individuals and families to the Gateway Hub Table were Health with 18 discussions (39.13%), Child and Youth Service brought forward 10 discussions (21.74%); and Justice Services presented eight discussions (17.39%). Community and Social Services and Education brought forward five discussions each (10.87%) in 2022 (Chart 4 and Table 6).

**Chart 4.** Originating Sectors-Primary

**Table 6.** Sector Identification

<b>Originating Sector</b>	<b>Number of Discussions</b>	<b>Percentage</b>
Health	18	39.13%
Child and Youth Services	10	21.74%
Justice	8	17.39%
Community and Social Services	5	10.87%
Education	5	10.87%
<b>Total</b>	<b>46</b>	<b>100.00%</b>

#### Agencies Involved- Primary Sectors

Community Safety and Well-Being (CSWB) breaks down the levels of participation by primary sectors and local agencies that participated at the Hub Table. Table 6 displays the Top 3 Originating/ Lead/ Assisting Primary Agencies/Organizations. Chart 5 displays all agency engagement for 2022 as Originating, Lead and Assisting agencies. There was a lot of intersectoral work, planning and risk mitigation work achieved across partner agencies through the body of the Gateway Hub. On average, 6 agencies engaged per discussion that have "Met the Threshold of Acutely Elevated Risk"

**Table 8.** The Top 3 Originating/ Lead/ Assisting Primary Agencies

#### **Top 3 Originating/Lead/Assisting Primary Sector:**

##### **Originating**

1. Health
2. Child and Youth Services
3. Justice

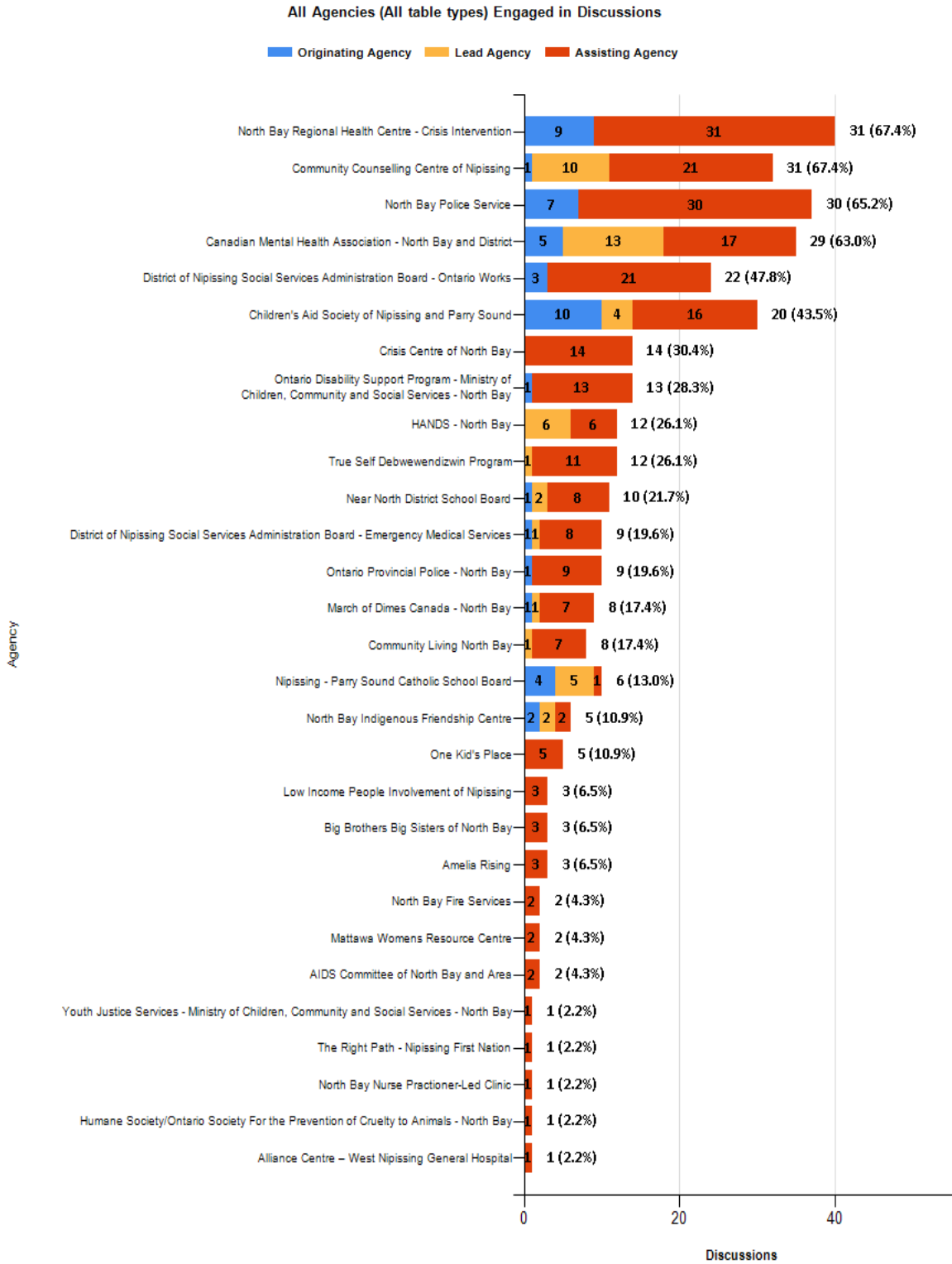
##### **Lead**

1. Health
2. Education
3. Child and Youth Services

##### **Assisting**

1. Health
2. Community and Social Services
3. Justice

**Chart 5. All Hub Agencies Engaged in Discussions**





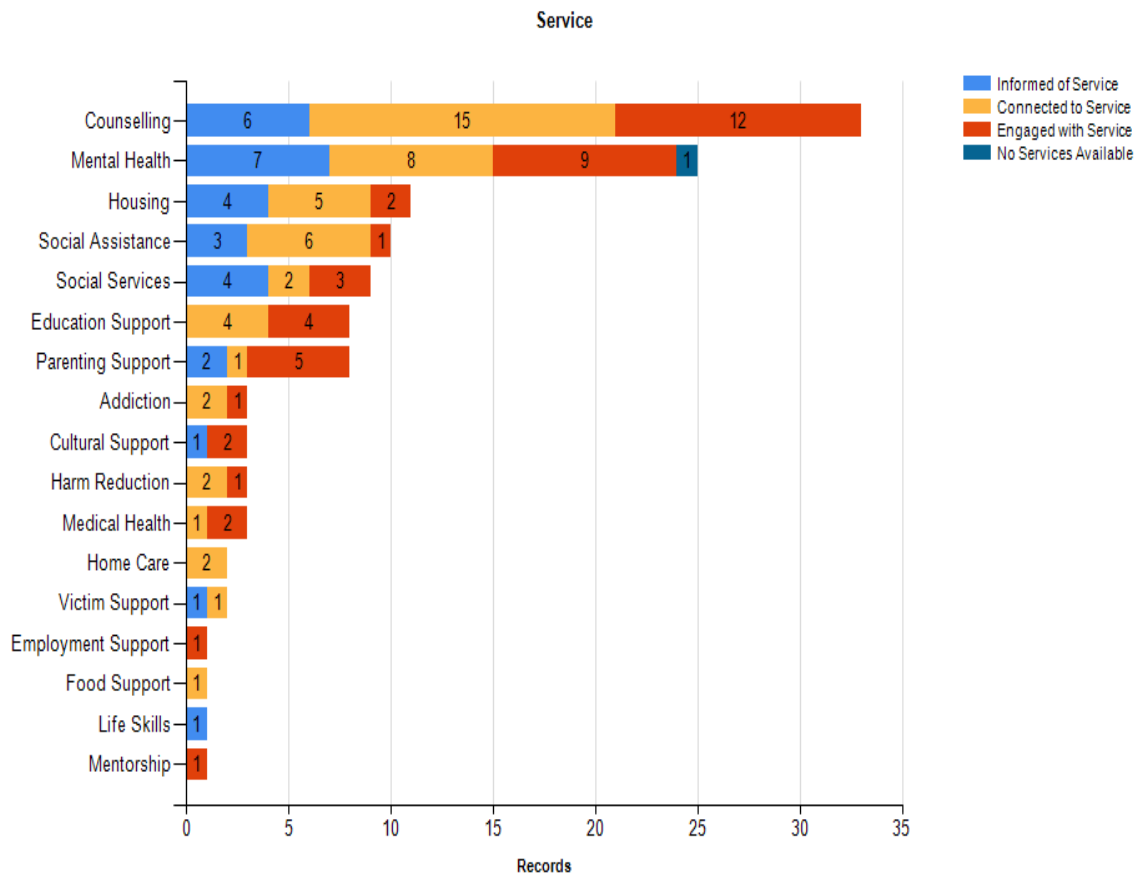
## Mobilization Type

The RTD tracks whether the mobilization of rapid response supports, and services were informed, connected, engaged and notes whether services are not available (Table 9). Chart 6 breaks down the types of services which were mobilized through the Gateway Hub when discussions were closed. Table 10, on the following page, goes into further detail on the types of services offered and which services they engaged with, were informed of and which ones they had received a connection to.

**Table 9.** Mobilization Type

Mobilization Type	Number	Percentage
<b>Connected to Service</b>	50	40.32%
<b>Engaged with Service</b>	44	35.48%
<b>Informed of Service</b>	29	23.39%
<b>No Services Available</b>	1	0.81%
<b>Total</b>	<b>124</b>	<b>100.00%</b>

**Chart 6.** Type of Services Mobilized

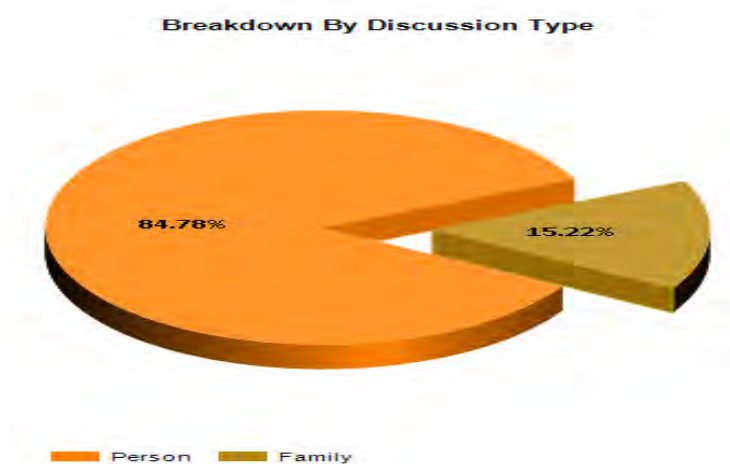


**Table 10.** Type of Services Mobilized

<b>Service-Mobilization Type</b>	<b>Informed of Service</b>	<b>Connect ed to Service</b>	<b>Engaged with Service</b>	<b>No Services Available</b>	<b>Refuse d Services</b>	<b>Tota l</b>	<b>Percenta ge</b>
<b>Counselling</b>	6	15	12	0	0	33	26.61%
<b>Mental Health</b>	7	8	9	1	0	25	20.16%
<b>Housing</b>	4	5	2	0	0	11	8.87%
<b>Social Assistance</b>	3	6	1	0	0	10	8.06%
<b>Social Services</b>	4	2	3	0	0	9	7.26%
<b>Education Support</b>	0	4	4	0	0	8	6.45%
<b>Parenting Support</b>	2	1	5	0	0	8	6.45%
<b>Addiction</b>	0	2	1	0	0	3	2.42%
<b>Cultural Support</b>	1	0	2	0	0	3	2.42%
<b>Harm Reduction</b>	0	2	1	0	0	3	2.42%
<b>Medical Health</b>	0	1	2	0	0	3	2.42%
<b>Home Care</b>	0	2	0	0	0	2	1.61%
<b>Victim Support</b>	1	1	0	0	0	2	1.61%
<b>Employment Support</b>	0	0	1	0	0	1	0.81%
<b>Food Support</b>	0	1	0	0	0	1	0.81%
<b>Life Skills</b>	1	0	0	0	0	1	0.81%
<b>Mentorship</b>	0	0	1	0	0	1	0.81%
<b>Total</b>	<b>29</b>	<b>50</b>	<b>44</b>	<b>1</b>	<b>0</b>	<b>124</b>	<b>100%</b>

### SECTION 3: Demographics

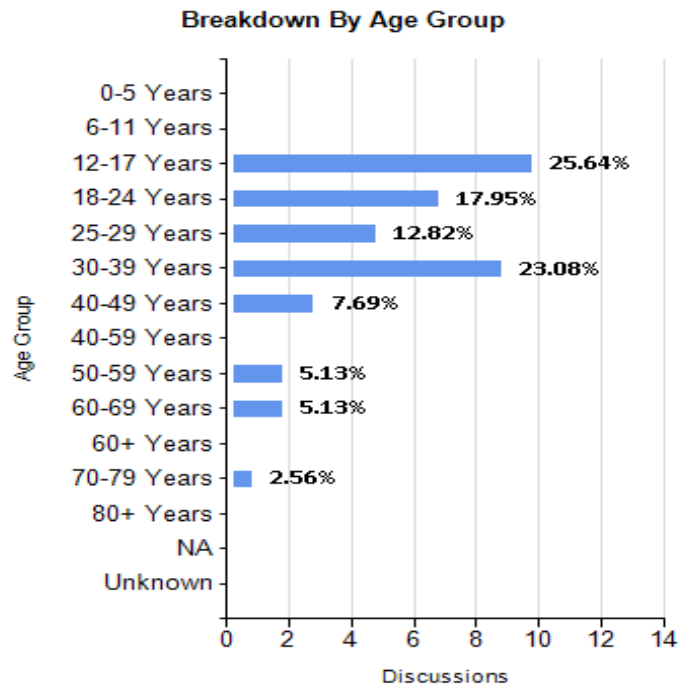
For North Bay's Situation Table, many situations involved individuals at 39 (84.7%) with the 7 (15.22%) discussions having been opened for area families at acutely elevated risk (Chart 7).

**Chart 7.** Breakdown By Discussion Type

### Top Age Range for 2022 in North Bay

Youth ages 12-17 represented the majority, 25.64% of discussions in 2022. The data is consistent with 2018, 2019, and 2021's RTD Reports. The RTD shows that individuals in our city between the ages of 12 and 39 were presented the most frequently as being in acutely elevated risk and in need of rapid mobilization of crisis supports. Individuals 30 to 39 represented 23.08%, young adults aged 18-24 represented 7.69%, followed by individuals ages 25 to 29 (Chart 8).

**Chart 8.** Breakdown by Age Group

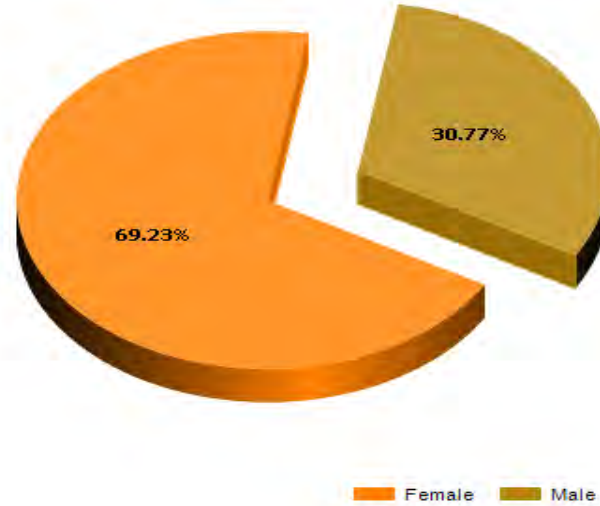


**Table 11.** Breakdown by Age Group

Age Group	Discussions	Percentage
0-5 Years	0	0.00%
6-11 Years	0	0.00%
12-17 Years	10	25.64%
18-24 Years	7	17.95%
25-29 Years	5	12.82%
30-39 Years	9	23.08%
40-49 Years	3	7.69%
40-59 Years	0	0.00%
50-59 Years	2	5.13%
60-69 Years	2	5.13%
60+ Years	0	0.00%
70-79 Years	1	2.56%
80+ Years	0	0.00%
NA	0	0.00%
Unknown	0	0.00%
<b>Total</b>	<b>39</b>	<b>100.00%</b>

In 2022 the Gateway Hub saw **27 female individuals** (62.93%) and **12 male individuals** (30.77%) presented as AER in North Bay. The majority of individuals brought to the Gateway Hub in 2022 were females representing 69.23% (Chart 9 and Table 12).

**Chart 9.** Breakdown by Sex of Individuals



**Table 12.** Breakdown by Sex of Individuals

Sex	Discussions	Percentage
Female	27	69.23%
Male	12	30.77%
<b>Total</b>	<b>39</b>	<b>100.00%</b>

## SECTION 4: Overall Risk Information

### Risk Factors

Risk factors are broken down in three ways: high level risk priority, which can be further broken down by risk category, and risk category is further broken down by risk factors. For a full list of risk factors, you may refer to the CSWB Planning Framework: [A Shared Commitment in Ontario booklet](#). Table 13 shows the CSWB Top 3 High Level Risk Priorities across all discussions for 2022.

**Table 13.** CSWB Top 3 High Level Risk Priorities- All Discussions

CSWB High Level Risk Priorities	# Of Risk Factors Reported	Percentage
Mental Health and Cognitive Functioning	139	27.15%
Antisocial/Problematic Behaviour (non-criminal)	62	12.11%
Substance Abuse Issues	58	11.33%
Victimization	49	9.57%
Physical Health	42	8.20%
Emotional Violence	35	6.84%
Family Circumstances	29	5.66%
Neighborhood	26	5.08%
Housing	24	4.69%
Education/Employment	20	3.91%
Criminal Involvement	19	3.71%
Peers	9	1.76%
<b>Total</b>	<b>512</b>	<b>100.00%</b>

There was a total of **46 discussions** with a total of **512 risk factors reported** (Table 10). On average, 11 risk factors per discussion that have "Met the Threshold of Acutely Elevated Risk", with **81 out of a possible 105 risk factors** were identified. Additional risk factor variables that went above the permitted 15 value spaces currently permitted were noted by the Hub Chair in an additional separate and secured Excel Sheet for hold until the RTD makes additional spaces for Risk Variables.

The Top 3 CSWB High Level Risk Priorities and risk categories by occurrence for North Bay were **Mental Health and Cognitive Functioning 27%**, **Antisocial Problematic Behaviour- Non-Criminal 12%**; and **Substance Abuse Issues 11%** (Table 13).

Tables 14 through 36 display CSWB High Level Risk Priorities and Risk Categories by discussion in detail beginning with discussions marked as Families (Table 14) and then within each age range that had discussions presented. The Risks are further broken down by risk factors for males and females within each age range.

The rationale for displaying this quantity of detailed data is to allow for our community partners to see which specific risks are happening to each of the different age ranges, whose demographics they may be targeting. It is hoped that the evidence generated through the RTD can help inform and support current and/or needed programming and services in North Bay.

In 2022 we had **7 Discussions** where families presented as being in AER with a combined **76 risk factors** reported. The top risks were **Mental Health**, **Emotional Violence**, access to **Basic Needs** and **Housing**. See full list below in Table 15.

## Families

**Table 14.** Risk Information by Demographics Report- By Discussion- Families

CSWB High Level Risk Priorities	Discussion	Percentage
---------------------------------	------------	------------

Mental Health and Cognitive Functioning	7	100.00%
Family Circumstances	6	85.71%
Antisocial/Problematic Behaviour (non-criminal)	5	71.43%
Emotional Violence	5	71.43%
Education/Employment	4	57.14%
Housing	4	57.14%
Physical Health	4	57.14%
Victimization	3	42.86%
Neighborhood	2	28.57%
Substance Abuse Issues	1	14.29%

**Table 15. Risk Categories**

Risk Category	Discussion	Percentage
Mental Health	7	100.00%
Emotional Violence	5	71.43%
Basic Needs	4	57.14%
Housing	4	57.14%
Physical Health	4	57.14%
Cognitive Functioning	3	42.86%
Missing School	3	42.86%
Parenting	3	42.86%
Physical Violence	3	42.86%
Antisocial/Negative Behaviour	2	28.57%
Poverty	2	28.57%
Self Harm	2	28.57%
Suicide	2	28.57%
Unemployment	2	28.57%
Crime Victimization	1	14.29%
Drugs	1	14.29%
Sexual Violence	1	14.29%

## AGE RANGE 12-17

### Females 12-17

We had **6 Discussions** where females ages 12- 17 were presented with AER with a combined total of **55 risk factors** reported. The top risk categories were **Mental Health, Self- Harm, Physical Violence** and **Drugs**, with 50% of the risks reported for this demographic included issues with **Physical Health, Parenting**, and **Missing School** (Table 17).

**Table 16.** Risk Information by Demographics Report- By Discussion- Females Ages 12- 17

<b>CSWB High Level Risk Priorities</b>	<b>Discussion</b>	<b>Percentage</b>
Antisocial/Problematic Behaviour (non-criminal)	6	100.00%
Mental Health and Cognitive Functioning	6	100.00%
Education/Employment	3	50.00%
Family Circumstances	3	50.00%
Physical Health	3	50.00%
Substance Abuse Issues	3	50.00%
Peers	2	33.33%
Victimization	2	33.33%
Criminal Involvement	1	16.67%

**Table 17.** Risk Categories

<b>Risk Category</b>	<b>Discussion</b>	<b>Percentage</b>
Mental Health	6	100.00%
Self Harm	5	83.33%
Physical Violence	4	66.67%
Drugs	3	50.00%
Missing School	3	50.00%
Parenting	3	50.00%
Physical Health	3	50.00%
Alcohol	2	33.33%
Antisocial/Negative Behaviour	2	33.33%
Cognitive Functioning	2	33.33%
Missing/Runaway	2	33.33%
Negative Peers	2	33.33%
Sexual Violence	2	33.33%
Basic Needs	1	16.67%
Crime Victimization	1	16.67%
Criminal Involvement	1	16.67%
Suicide	1	16.67%
Supervision	1	16.67%
Threat to Public Health and Safety	1	16.67%

### Males 12-17

The Gateway Hub had a total of **4 Discussions** with males in the age range of 12- 17 in 2022. They were presented with a combined total of **42 risk factors** reported. The top risk categories were **Mental Health, Missing School, Parenting,** and **Basic Needs**. It is worth noting that in this demographic 50% of the risk categories captured also include **Housing, Suicide, Missing/Runaway;** and **Physical Violence** (Table 19).

**Table 18.** Risk Information by Demographics Report- By Discussion- Males Ages 12- 17

<b>CSWB High Level Risk Priorities</b>	<b>Discussion</b>	<b>Percentage</b>
Education/Employment	4	100.00%
Mental Health and Cognitive Functioning	4	100.00%
Antisocial/Problematic Behaviour (non-criminal)	3	75.00%
Family Circumstances	3	75.00%
Housing	2	50.00%
Neighborhood	2	50.00%
Substance Abuse Issues	2	50.00%
Victimization	2	50.00%
Criminal Involvement	1	25.00%
Emotional Violence	1	25.00%
Peers	1	25.00%

**Table 19.** Risk Categories

<b>Risk Category</b>	<b>Discussion</b>	<b>Percentage</b>
Mental Health	4	100.00%
Missing School	4	100.00%
Parenting	3	75.00%
Basic Needs	2	50.00%
Drugs	2	50.00%
Housing	2	50.00%
Missing/Runaway	2	50.00%
Physical Violence	2	50.00%
Suicide	2	50.00%
Alcohol	1	25.00%
Antisocial/Negative Behaviour	1	25.00%
Criminal Involvement	1	25.00%
Emotional Violence	1	25.00%
Negative Peers	1	25.00%
Poverty	1	25.00%
Self Harm	1	25.00%
Social Environment	1	25.00%

## AGE RANGE 18-24

### Females Ages 18-24

The Hub had **7 Discussions** with females in the age range of 18- 24 in 2022. They were presented with a combined total of **94 risk factors**. The top 5 risk categories were **Mental Health, Drugs, Emotional Violence:** and **Physical Health**. It is also worth noting that 57.14% of the risks reported for this demographic included issues with **Cognitive Functioning, Housing and Physical Violence** (Table 18).



**Table 17.** Risk Information by Demographics Report- By Discussion- Females 18-24

<b>CSWB High Level Risk Priorities</b>	<b>Discussion</b>	<b>Percentage</b>
Mental Health and Cognitive Functioning	7	100.00%
Emotional Violence	6	85.71%
Substance Abuse Issues	6	85.71%
Physical Health	5	71.43%
Victimization	5	71.43%
Antisocial/Problematic Behaviour (non-criminal)	4	57.14%
Housing	4	57.14%
Family Circumstances	3	42.86%
Neighborhood	3	42.86%
Criminal Involvement	2	28.57%
Education/Employment	2	28.57%
Peers	2	28.57%

**Table 18.** Risk Categories

<b>Risk Category</b>	<b>Discussion</b>	<b>Percentage</b>
Mental Health	7	100.00%
Drugs	6	85.71%
Emotional Violence	6	85.71%
Physical Health	5	71.43%
Cognitive Functioning	4	57.14%
Housing	4	57.14%
Physical Violence	4	57.14%
Basic Needs	3	42.86%
Crime Victimization	3	42.86%
Self Harm	3	42.86%
Criminal Involvement	2	28.57%
Negative Peers	2	28.57%
Parenting	2	28.57%
Poverty	2	28.57%
Sexual Violence	2	28.57%
Suicide	2	28.57%
Supervision	2	28.57%
Unemployment	2	28.57%
Alcohol	1	14.29%
Antisocial/Negative Behaviour	1	14.29%
Social Environment	1	14.29%
Threat to Public Health and Safety	1	14.29%

## **AGE RANGE 25-29**

### Females 25-29

There were **2 Discussions** presented with females in the age range of 25-29 with a total **30 risk factors** reported. The top 5 risk categories for this demographic were **Alcohol, Basic Needs, Crime Victimization, Drugs,** and **Emotional Violence** (Table 20).

**Table 19.** Risk Information by Demographics Report- By Discussion- Females 25-29

<b>CSWB High Level Risk Priorities</b>	<b>Discussion</b>	<b>Percentage</b>
Antisocial/Problematic Behaviour (non-criminal)	2	100.00%
Emotional Violence	2	100.00%
Mental Health and Cognitive Functioning	2	100.00%
Substance Abuse Issues	2	100.00%
Victimization	2	100.00%
Criminal Involvement	1	50.00%
Family Circumstances	1	50.00%
Neighborhood	1	50.00%
Peers	1	50.00%
Physical Health	1	50.00%

**Table 20.** Risk Categories

<b>Risk Category</b>	<b>Discussion</b>	<b>Percentage</b>
Alcohol	2	100.00%
Basic Needs	2	100.00%
Crime Victimization	2	100.00%
Drugs	2	100.00%
Emotional Violence	2	100.00%
Mental Health	2	100.00%
Criminal Involvement	1	50.00%
Negative Peers	1	50.00%
Parenting	1	50.00%
Physical Health	1	50.00%
Physical Violence	1	50.00%
Poverty	1	50.00%
Self Harm	1	50.00%
Sexual Violence	1	50.00%
Suicide	1	50.00%
Supervision	1	50.00%

### Males 25-29

There were **3 Discussions** presented with males in the age range of 25-29 with a total **36 risk factors** reported. The top 5 risk categories for this demographic were **Drugs, Emotional Violence, Mental Health, Basic Needs, and Criminal Involvement** (Table 22).

**Table 21.** Risk Information by Demographics Report- By Discussion- Males 25-29

<b>CSWB High Level Risk Priorities</b>	<b>Discussion</b>	<b>Percentage</b>
Antisocial/Problematic Behaviour (non-criminal)	3	100.00%
Emotional Violence	3	100.00%
Mental Health and Cognitive Functioning	3	100.00%
Substance Abuse Issues	3	100.00%
Criminal Involvement	2	66.67%
Neighborhood	2	66.67%
Victimization	2	66.67%
Education/Employment	1	33.33%
Housing	1	33.33%
Peers	1	33.33%
Physical Health	1	33.33%

**Table 22.** Risk Categories

<b>Risk Category</b>	<b>Discussion</b>	<b>Percentage</b>
Drugs	3	100.00%
Emotional Violence	3	100.00%
Mental Health	3	100.00%
Basic Needs	2	66.67%
Criminal Involvement	2	66.67%
Poverty	2	66.67%
Alcohol	1	33.33%
Antisocial/Negative Behaviour	1	33.33%
Cognitive Functioning	1	33.33%
Crime Victimization	1	33.33%
Elderly Abuse	1	33.33%
Housing	1	33.33%
Negative Peers	1	33.33%
Physical Health	1	33.33%
Physical Violence	1	33.33%
Sexual Violence	1	33.33%
Threat to Public Health and Safety	1	33.33%
Unemployment	1	33.33%

## AGE RANGE 30-39

### Females 30-39

The Hub had **7 Discussions** with females in the age range of 30-39 in 2022. They were presented with a combined total of **81 risk factors**. The top 5 risk categories were **Housing, Mental Health, Physical Health, Poverty: Criminal Involvement** (Table 23).

**Table 23.** Risk Information by Demographics Report- By Discussion- Females 30-39

<b>CSWB High Level Risk Priorities</b>	<b>Discussion</b>	<b>Percentage</b>
Housing	6	85.71%
Mental Health and Cognitive Functioning	6	85.71%
Neighborhood	6	85.71%

Physical Health	6	85.71%
Substance Abuse Issues	5	71.43%
Antisocial/Problematic Behaviour (non-criminal)	4	57.14%
Criminal Involvement	4	57.14%
Education/Employment	2	28.57%
Family Circumstances	2	28.57%
Victimization	2	28.57%
Emotional Violence	1	14.29%
Peers	1	14.29%

**Table 24. Risk Categories**

Risk Category	Discussion	Percentage
Housing	6	85.71%
Mental Health	6	85.71%
Physical Health	6	85.71%
Poverty	6	85.71%
Criminal Involvement	4	57.14%
Alcohol	3	42.86%
Basic Needs	3	42.86%
Drugs	3	42.86%
Suicide	3	42.86%
Crime Victimization	2	28.57%
Supervision	2	28.57%
Unemployment	2	28.57%
Antisocial/Negative Behaviour	1	14.29%
Cognitive Functioning	1	14.29%
Emotional Violence	1	14.29%
Negative Peers	1	14.29%
Parenting	1	14.29%
Self Harm	1	14.29%
Social Environment	1	14.29%

### Males 30-39

The Hub had **2 Discussions** with males in the age range of 30-39. They were presented with a combined total of 29 risk factors. The risk categories are listed below in Table 26.

**Table 25. Risk Information by Demographics Report- By Discussion Males 30-39**

CSWB High Level Risk Priorities	Discussion	Percentage
Antisocial/Problematic Behaviour (non-criminal)	2	100.00%
Criminal Involvement	2	100.00%
Education/Employment	2	100.00%
Housing	2	100.00%
Mental Health and Cognitive Functioning	2	100.00%
Neighborhood	2	100.00%
Substance Abuse Issues	2	100.00%
Victimization	2	100.00%
Physical Health	1	50.00%

**Table 26. Risk Categories**

Risk Category	Discussion	Percentage
Antisocial/Negative Behaviour	2	100.00%
Crime Victimization	2	100.00%
Criminal Involvement	2	100.00%
Drugs	2	100.00%
Housing	2	100.00%
Mental Health	2	100.00%
Physical Violence	2	100.00%
Poverty	2	100.00%
Unemployment	2	100.00%
Basic Needs	1	50.00%
Physical Health	1	50.00%
Suicide	1	50.00%

## AGE RANGE 40-49

### Females 40-49

The top risks in this age range were **Basic Needs, Housing, Mental Health, and Physical Health**.

**Table 27. Risk Information by Demographics Report- By Discussion Female 40-49**

CSWB High Level Risk Priorities	Discussion	Percentage
Antisocial/Problematic Behaviour (non-criminal)	1	100.00%
Housing	1	100.00%
Mental Health and Cognitive Functioning	1	100.00%
Physical Health	1	100.00%

**Table 28. Risk Category**

Risk Category	Discussion	Percentage
Basic Needs	1	100.00%
Housing	1	100.00%
Mental Health	1	100.00%
Physical Health	1	100.00%

### Males 40-49

The Hub had **2 Discussions** with males in the age range of 40-49. They were presented with a combined total of **24 risk factors** (Table 29). The top 5 risks in this age range as reported were **Antisocial/Negative Behaviour, Basic Needs, Housing, Mental Health; and Unemployment** (Table 30).

**Table 29.** Risk Information by Demographics Report- By Discussion Males 40-49

<b>CSWB High Level Risk Priorities</b>	<b>Discussion</b>	<b>Percentage</b>
Antisocial/Problematic Behaviour (non-criminal)	2	100.00%
Education/Employment	2	100.00%
Housing	2	100.00%
Mental Health and Cognitive Functioning	2	100.00%
Substance Abuse Issues	2	100.00%
Criminal Involvement	1	50.00%
Neighborhood	1	50.00%
Physical Health	1	50.00%

**Table 30.** Risk Category Males 40-49

<b>Risk Category</b>	<b>Discussion</b>	<b>Percentage</b>
Antisocial/Negative Behaviour	2	100.00%
Basic Needs	2	100.00%
Housing	2	100.00%
Mental Health	2	100.00%
Unemployment	2	100.00%
Alcohol	1	50.00%
Criminal Involvement	1	50.00%
Drugs	1	50.00%
Physical Health	1	50.00%
Poverty	1	50.00%
Self Harm	1	50.00%
Social Environment	1	50.00%
Suicide	1	50.00%

## AGE RANGE 50-59

### Females 50-59

The Hub had **2 Discussions** with a combined **14 risk factors** reported within this age range. The top 5 risks associated were **Mental Health, Alcohol, Basic Needs, Crime Victimization;** and **Emotional Violence** (Table 32).

**Table 31.** Risk Information by Demographics Report- By Discussion Females 50-59

<b>CSWB High Level Risk Priorities</b>	<b>Discussion</b>	<b>Percentage</b>
Mental Health and Cognitive Functioning	2	100.00%
Antisocial/Problematic Behaviour (non-criminal)	1	50.00%
Emotional Violence	1	50.00%
Family Circumstances	1	50.00%
Housing	1	50.00%
Neighborhood	1	50.00%
Physical Health	1	50.00%
Substance Abuse Issues	1	50.00%
Victimization	1	50.00%

**Table 32.** Risk Category Females 50-59

<b>Risk Category</b>	<b>Discussion</b>	<b>Percentage</b>
Mental Health	2	100.00%
Alcohol	1	50.00%
Basic Needs	1	50.00%
Crime Victimization	1	50.00%
Emotional Violence	1	50.00%
Housing	1	50.00%
Physical Health	1	50.00%
Physical Violence	1	50.00%
Poverty	1	50.00%

## Males 50-59

The top 5 Risk Factors reported for this demographic were **Antisocial/Negative Behaviour**, **Antisocial/Negative Behaviour**, **Cognitive Functioning**; and **Housing**\*.

**Table 31.** Risk Information by Demographics Report- By Discussion Males 50-59

<b>CSWB High Level Risk Priorities</b>	<b>Discussion</b>	<b>Percentage</b>
Antisocial/Problematic Behaviour (non-criminal)	1	100.00%
Emotional Violence	1	100.00%
Mental Health and Cognitive Functioning	1	100.00%
Physical Health	1	100.00%

**Table 32.** Risk Category

<b>Risk Category</b>	<b>Discussion</b>	<b>Percentage</b>
Antisocial/Negative Behaviour	1	100.00%
Antisocial/Negative Behaviour	1	100.00%
Cognitive Functioning	1	100.00%
Emotional Violence	1	100.00%
Housing	1	100.00%
Mental Health	1	100.00%
Physical Health	1	100.00%
Suicide	1	100.00%

\*Note: There was only one discussion for 2022

## AGE RANGE 60-69

Females 60-69

The top 5 Risk Factors reported for this demographic were **Basic Needs, Housing, Mental Health, and Poverty** (Table 34)\*.

**Table 33.** Risk Information by Demographics Report- By Discussion Females 60-69\*

<b>CSWB High Level Risk Priorities</b>	<b>Discussion</b>	<b>Percentage</b>
Antisocial/Problematic Behaviour (non-criminal)	1	100.00%
Housing	1	100.00%
Mental Health and Cognitive Functioning	1	100.00%
Neighborhood	1	100.00%

**Table 34.** Risk Category Females 60-69

<b>Risk Category</b>	<b>Discussion</b>	<b>Percentage</b>
Basic Needs	1	100.00%
Housing	1	100.00%
Mental Health	1	100.00%
Poverty	1	100.00%

\*Note: There was only one discussion for 2022

## AGE RANGE 70-79

Females 70-79

The Hub had **1 Discussions** with **14 risk factors** reported within this age range. The risks associated are in Tables 35 and 36.

**Table 35.** Risk Information by Demographics Report- By Discussion Females 70-79

<b>Risk Category</b>	<b>Discussion</b>	<b>Percentage</b>
Basic Needs	1	100.00%
Housing	1	100.00%
Mental Health	1	100.00%
Poverty	1	100.00%



**Table 36. Risk Category**

<b>Risk Category</b>	<b>Discussio n</b>	<b>Percentage</b>
Alcohol	1	100.00%
Antisocial/Negative Behaviour	1	100.00%
Drugs	1	100.00%
Mental Health	1	100.00%
Physical Health	1	100.00%
Physical Violence	1	100.00%
Poverty	1	100.00%
Social Environment	1	100.00%
Supervision	1	100.00%

### **SECTION 5 Protective Factors**

While the capturing of protective factors is a goal for our agency representatives it is not always practical to obtain in the initial engagement with the individual and family at risk. We were capturing them where possible and the Top 3 Protective Factors were **Family Supports, Financial Security and Employment**, and **Education**.

### **SECTION 6 Study Flags**

In 2022 our team members captured 247 study flags from the 46 individuals and families accepted at the situation table for discussion. The full list of study flags is taken from the RTD and listed below in Table 37. Lack of access to housing, 'Homelessness' (11%) and Risk of Losing Housing/Unsafe Living Conditions (10%), and Social Isolation (8%) were the 3 flagged for further study and action (Table 37).

**Table 37. Study Flags**

Study Flag	Number of Study Flags Reported	Percentage
Recent Escalation	34	13.77%
Homelessness	28	11.34%
Risk of Losing Housing/Unsafe Living Conditions	25	10.12%
Social Isolation	20	8.10%
Child Involved	18	7.29%
Cognitive Disability	13	5.26%
Transportation Issues	13	5.26%
Wait list	11	4.45%
Domestic Violence	11	4.45%
Developmental Disability	7	2.83%
Recidivism	7	2.83%
Risk of Human Trafficking	7	2.83%
Methamphetamine Use	7	2.83%
Problematic Opioid Use	5	2.02%
Geographical Isolation	5	2.02%
Cultural Considerations	5	2.02%
Hoarding	4	1.62%
Acquired Brain Injury	4	1.62%
Lack of Supports for Elderly Person(s)	4	1.62%
Custody Issues/Child Welfare	3	1.21%
Trespassing	3	1.21%
Social Media	3	1.21%
Learning Disability	2	0.81%
Fire Safety	2	0.81%
Gaming/Internet Addiction	2	0.81%
Gender Issues	1	0.40%
Cyber Safety	1	0.40%
Language/Communication Barrier	1	0.40%
Inappropriate Sexual Behaviour/Hyper-sexuality	1	0.40%
<b>Total</b>	<b>247</b>	<b>100.00%</b>

## SECTION 7 Risk Information 2019-2022

Table 38. displays the risk priority over the last 5 years. There were 669 total discussions (636 discussions with risk factor records), with a total number of risk factors reported equaling 4890.

Between 2019 and 2022 we had a total of **324 Discussions**, with **308** of those Discussions having a Risk Factor Record. In total we have captured **3270 Risk Factors** in our work to mobilize rapid response supports for those at AER in our community.

**Table 38.** Top Risk Information Year-over-Year Report

Year	Top Risk Factors									
	Top 1		Top 2		Top 3		Top 4		Top 5	
2019	Poverty	52	Mental Health - suspected	49	Antisocial/ Negative Behaviour	44	Negative Peers	39	Mental Health – diagnosed	37
2020	Antisocial/ Negative Behaviour	48	Mental Health - diagnosed	40	Poverty	38	Mental Health - suspected	33	Physical Violence	29
2021	Poverty	36	Housing	32	Mental Health - diagnosed	31	Basic Needs	29	Antisocial/ Negative Behaviour	28
2022	Mental Health - Grief	29	Housing	24	Mental Health - diagnosed	24	Basic Needs	22	Poverty	20

# **Powassan Nipissing Callander O.P.P. Detachment Board**

**Procedural Bylaw 2024-01**

## 1. DEFINITIONS

**“Act”** means the Community Safety and Policing Act, 2019, as amended.

**“Board”** means the Powassan Nipissing Callander O.P.P. Detachment Board (North Bay Detachment Board 3); short name being PNC Detachment Board.

**“Bylaws”** means any bylaws passed by the Powassan Nipissing Callander O.P.P. Detachment Board.

**“Closed Meetings”** means meetings that may or shall be held in the absence of the public in accordance with s. 44 of the Community Safety and Policing Act, 2019.

**“Detachment Commander”** means an Ontario Provincial Police Detachment Commander, or designate, reporting to the Powassan Nipissing Callander O.P.P. Detachment Board.

**“Member(s)”** means a person appointed to sit on the Powassan Nipissing Callander O.P.P. Detachment Board, or on a committee established by the O.P.P. Detachment Board.

**“Municipalities”** means the Municipality of Powassan, the Township of Nipissing, and the Municipality of Callander who receives policing from the North Bay O.P.P. Detachment.

**“O.P.P.”** means the Ontario Provincial Police.

**“Recorded Vote”** means the making of a written record of the name and vote of each Member present who votes on a question and of each member present who does not vote.

**“Regulations”** means the regulations under the Community Safety and Policing Act, 2019.

**“Secretary”** means the secretary for the Powassan Nipissing Callander O.P.P. Detachment Board.

## 2. AUTHORITY

The Community Safety and Policing Act, 2019 requires an O.P.P. detachment board, in accordance with the regulations, for each detachment of the Ontario Provincial Police that provides policing in a municipality.

### **3. APPLICATION**

(a) The rules or procedures contained in this Bylaw shall be observed in all proceedings of the Board and shall be the rules for the order and dispatch of business before the Board, and with necessary modifications, in a committee of the Board. In the case for which provision is not made in this bylaw, the current edition of "Robert's Rules of Order" shall be the parliamentary authority, which governs the proceedings. In such cases the decision shall be determined by the Chair, without debate.

(b) Except as provided elsewhere in this Bylaw, the Board may temporarily suspend one or more of the rules contained in this paragraph by a vote of the majority of the Members present:

- i) Rules with respect to a change in agenda order of proceedings and content;
- ii) Rules respecting notice of delegation status;
- iii) Rules with respect to the increase or decrease of delegation and debate limitations;

(c) The following procedures or rules cannot be suspended:

- i) Any items directed in the Community Safety and Policy Act;
- ii) Rules regarding quorum and voting.

### **4. MEMBERSHIP**

#### **4.1 Composition**

The composition of the O.P.P. Detachment Board shall be as follows and provided in the regulations:

- i) Each Municipality shall have one (1) Councillor appointed to the Board to a total of three (3) Municipal Representatives.
- ii) Each Municipality shall have one (1) Community Representative appointed to the Board for a total of three (3) Community Representatives.
- iii) The province shall appoint two (2) members to the Board for a total of two (2) Provincial Appointees.
- iv) The total number of members to the Board will be eight (8).

#### **4.2 Term of office**

The term of office of the members of the O.P.P. Detachment Board shall be as provided in the regulations.

#### **4.3 Oath of Office**

A member of the Board shall, at the time of their appointment as a member, take an oath or affirmation of office in the form prescribed by the Minister.

#### **4.4 Election of Chair and Vice-Chair**

The Members shall elect a chair at the board's first meeting in each year. The Members may also elect a vice-chair at the first meeting in each year, and the vicechair shall act as the chair if the chair is absent or if the chair's position is vacant. The election of the chair, and vice-chair, if applicable, shall be conducted by the Board Secretary. Any votes required under this section, shall be taken with each member present indicating their vote openly and that no vote be taken by ballot or any other method of secret voting and every vote so taken is of no effect.

#### **4.5 Training**

##### **4.5.1 Required Training**

A member of the Board or of a committee of the Board shall successfully complete the following training:

- (a) The training approved by the Minister with respect to the role of an O.P.P. Detachment Board and the responsibilities of members of a board or committee.
- (b) The training approved by the Minister with respect to human rights and systemic racism.
- (c) The training approved by the Minister that promotes recognition of and respect for,
  - i) the diverse, multiracial and multicultural character of Ontario society, and,
  - ii) the rights and cultures of First Nation, Inuit and Métis Peoples.
- (d) Any other training prescribed by the Minister.

#### **4.5.2 Training Not Completed**

A member of an O.P.P. Detachment Board or committee shall not:

- (a) exercise the powers or perform the duties of a board or committee member until the member has successfully completed the training described above; or
- (b) continue to exercise the powers or perform the duties of their position after the period prescribed by the Minister following their appointment until the member has successfully completed the training described above.

#### **4.6 Seat Vacated by Ineligibility**

A member of the Board shall vacate their seat if they become ineligible to be on the board.

#### **4.7 Notice of Vacancies**

If a seat becomes vacant, the Board shall notify the person or body responsible for appointing a replacement.

#### **4.8 Remuneration**

Remuneration and expenses of the members of the Board shall be as paid as follows:

- (a) Council representatives shall be compensated for meeting attendance by their respective municipality in accordance with its remuneration policy and/or procedures;
- (b) Community and Provincial members shall be compensated for meeting attendance through the Board's annual budget.

#### **4.9 Code of Conduct**

Every member of the Board shall comply with the prescribed Code of Conduct as set out in Ontario Regulation 409/23, as amended.

#### **4.10 Liability**

An O.P.P. Detachment Board is not liable for the acts or omissions of members of the Ontario Provincial Police committed in the course of their employment. No action or other proceeding shall be instituted against a member of an O.P.P. Detachment Board for any act done in good faith in the execution or intended execution of any duty imposed or power conferred by the Act, the regulations or the bylaws, or for any alleged omission in the execution in good faith of that duty or power.



## **5. ROLES AND REPORTING**

### **5.1 Board**

The 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 their 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 the Board shall provide an annual report to each municipality regarding the policing provided by the detachment in their municipalities, per the Act.

#### **5.1.1 Consideration of Community Safety and Wellbeing Plan**

In exercising its functions, the Board shall consider any community safety and wellbeing plan adopted by a municipality or First Nation that receives policing from the detachment.

### **5.2 Budgets and Estimates**

#### **5.2.1 Estimates, O.P.P. Detachment Boards**

The 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.

#### **5.2.2 Submit to Municipalities**

By September 30th of each year, the 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.

### **5.2.3 Budget**

Per the Regulations, the municipalities shall contribute their share of the costs to the Board's budget in accordance with the estimates.

### **5.2.4 Disputes**

Estimate/budget disputes will be dealt with in accordance with s.71(4)-(7) of the Act.

## **5.3 Duties of the Chair**

It shall be the duty of the Chair to:

- (a) represent and support the Board, declaring its will and implicitly obeying its decision in all things;
- (b) set the agenda, in consultation with the Secretary, for all meetings;
- (c) receive and submit, in the proper manner, all motions presented by the Members;
- (d) put to vote all questions, which are duly moved and to announce the result thereof;
- (e) decline to put to a vote, motions which infringe upon the rules of procedure or which are beyond the jurisdiction of the Board;
- (f) restrain the Members, when engaged in debate, within the rules of procedure;
- (g) enforce on all occasions the observance of order and decorum among the Members;
- (h) inform the Board on any point of order as deemed necessary;
- (i) adjourn the meeting upon motion duly moved when the business is concluded;
- (j) adjourn the sitting without a question being put or suspend or recess the sitting for a time to be specified by them, if considered necessary;
- (k) sign all documents for and on behalf of the Board including but not limited to bylaws, resolutions, orders and agreements which have been approved by the Board;
- (l) perform any and all other duties when directed to do so by motion of the Board;
- (m) as soon as possible after the hour of the meeting, and where a quorum is present, the Chair shall call the meeting to order.

(n) if a quorum for either the regular or special Board meeting is not present within ten (10) minutes of the time fixed for the commencement of the meeting, the Secretary shall indicate that no quorum was present, and the meeting shall stand adjourned until the next regular meeting of the Board.

#### **5.4 Duties of the Members**

(a) Members shall give notice to the Recording Secretary and the Chair at least 24 hours in advance of the meeting if they plan to attend the meeting virtually. Meeting attendance shall generally be in person unless due to extenuating circumstances, the members is unable to attend in person.

(b) When two (2) or more Members wish to speak, the Chair shall name the Member who is to speak first.

(c) When a Member is recognized by the Chair, the Member shall confine their remarks to the Motion under consideration.

(d) When a Motion is under debate, a Member may ask a question through the Chair of another Member, Recording Secretary or other.

(e) Members shall not interrupt another Member who is speaking, except to raise a Point of Order or Point of Privilege.

(f) Any Member may require the Motion under debate to be read at any time during the debate, but in doing so, shall not interrupt a Member who is speaking.

(g) All Members, Recording Secretary and delegations shall address their questions and comments through the Chair.

(h) Members shall not rise from their seats or make any noise or disturbance while a vote is being taken.

(i) No Member shall permanently leave the meeting without first advising the Chair or the Recording Secretary.

(j) Members shall not make detrimental comments, or speak ill, or malign the integrity of the Recording Secretary, the public, Chair or other Members of the Board or its Committees.

(h) Members shall not enter into debate or discussion with delegates. Members may ask, through the Chair, for points of clarification from delegates.

### **5.5 Detachment Commander**

The Detachment Commander, or their designate shall provide the O.P.P. Detachment Board with reports regarding policing provided by the detachment at the board's request.

### **5.6 Breach of Conduct**

In the event that a Member or attendee persists in a breach of this Bylaw, after having been called to order by the Chair, the Chair shall without debate call the question "Shall the Member (or attendee) be ordered to leave the meeting?"

If the majority of Members present vote in the affirmative, the Chair shall order the Member or attendee to leave the room, or have the person removed from the virtual meeting, for the duration of the meeting.

If the person refuses to leave, the Chair shall direct the Recording Secretary to seek appropriate assistance from the O.P.P. to have the person removed and the Board or Committee shall leave the meeting room until the O.P.P. arrives.

## **6. MEETINGS**

### **6.1 Number of Annual Meetings**

The Board shall hold at least one meeting per quarter in each calendar year.

### **6.2 Location of Meetings**

The Board shall meet at the Powassan Municipal Office, at 250 Clark Street, Powassan, or an alternate meeting location may be arranged at the discretion of the Board Chair.

### **6.3 Quorum**

A majority of the members of the Board constitutes a quorum.

### **6.4 Notice**

The Board or the committee, as applicable, shall publish notice of a meeting that is open to the public on the Internet, subject to the regulations made by the Minister, if any.

#### **6.4.1 Timing of notice**

The notice shall be published at least seven (7) days before the meeting, except in extraordinary circumstances.

#### **6.4.2 Contents of Notice**

The notice must include:

- (a) the proposed agenda for the meeting; and,
- (b) either,
  - i) the record/Minutes of the most recent meeting of the Board that was open to the public, other than the record/Minutes of any part of the meeting that was closed to the public, or,
  - ii) instructions on how a member of the public may access the record/Minutes referred to in subclause (i).

#### **6.5 Special Meetings**

- (a) The Chair, may at any time summon a special meeting of the Board and shall do so whenever requested by a majority of the Members.
- (b) The Secretary shall give notice to the Members of all special meetings of the Board whenever required by competent authority to do so. Such notice shall be by email, or other means deemed appropriate, such as but not limited to telephone call by the Secretary.
- (c) No special meeting of the Board may be held with less than seven (7) days' Notice in accordance with the Notice section, except in extraordinary circumstances.
- (d) No business may be transacted at a Special Meeting of the Board other than that specified in the Notice or Agenda.

#### **6.6 Board Agenda**

(a) At the direction of the Chair, the Board Secretary shall prepare an agenda for the use of the Members at the regular meetings of the Board which shall generally consist of the following headings, the order of which may change as the Chair deems appropriate.

1. Call to Order
2. Land Acknowledgement
3. Disclosure of Conflict of Interest and/or Pecuniary Interest and General Nature Thereof
4. Approval of Agenda
5. Approval of Past Minutes
6. Presentation/Delegations

7. Business from Previous Meetings

8. New Business

9. Reports

10. Correspondence

11. Closed Session

12. Next Meeting

13. Adjournment

(b) An item, which is not included in the agenda may not be introduced at the meeting, without the consent of a majority of the Members present.

#### **6.7 Conflict of Interest Disclosure**

The Chair and Members shall be governed by the Municipal Conflict of Interest Act, 1990, as amended, and the agenda shall include a provision for Members to declare a conflict or conflicts of interest or a pecuniary interest in a matter.

Where a Member, either on their own behalf, or while acting for, by, with or through another, has any pecuniary interest, direct or indirect, in any matter and is present at a meeting of the Board at which the matter is the subject of consideration, the Member shall:

(a) prior to any consideration of the matter at the meeting, disclose the interest and the general nature thereof;

(b) complete the Disclosure of Pecuniary Interest and General Nature Thereof Form available from the municipal clerk or appropriate local board official;

(c) not take part in the discussion of, or vote on any question in respect of the matter; and,

(d) not attempt in any way whether before, during or after the meeting to influence the voting on any such question.

Where a meeting is not open to the public, in addition to complying with the requirements, the Member shall forthwith leave the meeting for the part of the meeting during which the matter is under consideration.

Where the interest of a Member has not been disclosed by reason of their absence from the particular meeting, the Member shall disclose their interest and otherwise comply at the first meeting of the Board attended by them after the particular meeting.

The Board Secretary shall record in reasonable detail, the particulars of any disclosure of conflict of interest, and the particulars shall appear in the minutes of that meeting of the Board.

### **6.8 Record of meeting/Minutes**

The Board shall record without note or comment all resolutions, decisions and other proceedings at the meeting, whether it is open to the public or not, ("Minutes").

Draft minutes shall be presented at the next regular meeting of the Board and the Chair shall ask the Board if there are any objections to the minutes so delivered or any motion to correct, and after correction and/or change, shall declare the minutes adopted.

Adopted minutes shall be distributed by the Board Secretary to the Clerk of each municipality for distribution to Council in accordance with the municipality's standard practices.

### **6.9 Hearing of Delegations**

(a) Delegations wishing to address the Board shall submit a request to the Board Secretary no later than ten (10) business days before the scheduled regular Board meeting. The purpose of the delegation shall be clearly stated, and it shall be contained in the agenda delivered to Board Members prior to the meeting. The request shall also include a list of people who will be appearing before the Board and a copy of the materials that will be presented.

(b) Delegations will not be permitted to appear before the Board to present the same information on more than one occasion, nor shall multiple delegations be permitted to repeat the same information as previous delegations, and the ruling of the Chair with respect to this matter shall be final.

(c) Delegations shall be restricted to presentations of ten (10) minutes and shall address their remarks to the stated business.

(d) The Board Secretary shall record the name and address of every person who speaks as a member of a delegation to the Board and the proceedings and outcome of the delegation shall be recorded in the Minutes of the Board meeting.

(e) The number of delegations or petitions to be heard at a Board Meeting shall not exceed three (3).

(f) Upon the completion of a presentation to the Board by a delegation, any discourse between Members of the Board and the delegation shall be limited to Members asking

questions for clarification and obtaining additional, relevant information only. Members of the Board shall not enter into debate with the delegation respecting the presentation.

(g) No delegation shall:

- i) speak disrespectfully of any person;
- ii) use offensive words or unparliamentary language;
- iii) speak on any subject other than the subject for which they have received approval to address the Board; or,
- iv) disobey the rules of procedure or a decision of the Chair.

(h) The Chair may curtail any delegation, any questions of a delegation or debate during a delegation for disorder or any other breach of this Bylaw and, where the Chair rules that the delegation is concluded, the person or persons appearing shall immediately withdraw.

#### **6.10 Recorded Vote**

- (a) Any member present at a meeting may request a recorded vote. The request that the vote be recorded should be made immediately before or after the taking of the vote.
- (b) Each member present, except a member who is disqualified from voting by any Act, shall announce his or her vote openly and the Secretary shall record each vote.
- (c) The Voting shall start with the person who requested the recorded vote and proceed to each Member except the Chair who shall vote last, unless they requested the recorded vote.
- (d) If any member refuses to vote, except where the member has declared a pecuniary interest, direct or indirect, they shall be recorded as voting in the negative on the question.
- (e) The Secretary shall announce the results after the vote has been called.
- (f) Any vote resulting in a tie vote, is deemed to be negative.

#### **6.11 Proceedings Open to the Public**

Subject to Section 44 of the Act, meetings conducted by the Board, or by a committee of the board, shall be open to the public.

#### **6.12 When Meetings May Be Closed to the Public**



### **6.12.1 Consideration**

Before holding a meeting, the Board, or a committee of the board, shall,

(a) consider whether to close the meeting or part of the meeting to the public, having regard to the matters listed below under "Subject Matter"; and,

(b) if the Board or committee decides to close the meeting or part of the meeting, state by resolution,

i) the fact of the holding of the closed meeting and the general nature of the matter to be considered at the closed meeting, or,

ii) in the case of a meeting for training or education, the fact of the holding of the closed meeting, the general nature of its subject-matter and that it is to be closed under that subsection.

### **6.12.2 Subject Matter**

In accordance with s.44 (2) of the Act, the meeting or part of the meeting may be closed to the public if the subject matter being considered is,

(a) the security of the property of the board;

(b) personal matters about an identifiable individual, including members of the police service or any other employees of the board;

(c) a proposed or pending acquisition or disposition of land by the board;

(d) labour relations or employee negotiations;

(e) litigation or potential litigation affecting the board, including matters before administrative tribunals;

(f) advice that would be inadmissible in a court by reason of any privilege under the law of evidence, including communications necessary for that purpose;

(g) information explicitly supplied in confidence to the board by Canada, a province or territory or a Crown agency of any of them, a municipality or a First Nation;

(h) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;

- (i) a trade secret or scientific, technical, commercial or financial information that belongs to the board and has monetary value or potential monetary value;
- (j) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the board;
- (k) information that Section 8 of the Municipal Freedom of Information and Protection of Privacy Act would authorize a refusal to disclose if it were contained in a record; or,
- (l) an ongoing investigation respecting the O.P.P. Detachment Board.

### **6.12.3 Educational or Training Sessions**

A meeting of a O.P.P. Detachment Board, or of a committee of the board, may be closed to the public if the following conditions are both satisfied:

- (a) The meeting is held for the purpose of educating or training the members of the board or of the committee;
- (b) At the meeting, no member of the board or committee considers or otherwise deals with any matter in a way that materially advances the business or decision-making of the board.

### **6.13 When Meetings Must Be Closed to the Public**

In accordance with s 44. (3) of the Act, a meeting or part of a meeting of a O.P.P. Detachment Board, or of a committee of the board, shall be closed to the public if the subject matter being considered is a request under the Municipal Freedom of Information and Protection of Privacy Act.

### **6.14 Duty of Confidentiality**

In accordance with s. 44 (4) of the Act, the Members of the board or committee shall keep any matter considered in a Closed Meeting confidential, including by keeping confidential any information obtained for the purpose of considering the confidential matter, except,

- (a) for the purpose of complying with an inspector exercising their powers or duties under this Act;
- (b) as may otherwise be required in connection with the administration of this Act, the Special Investigations Unit Act, 2019 or the regulations made under either of them;
- (c) as may be required for a law enforcement purpose; or,

(d) where disclosure is otherwise required by law.

### **6.15 Disclosure by Resolution**

Despite s.44 (4) of the Act, the Board may, by resolution, disclose or authorize a board member to disclose any matter considered under s.44 (2) or (3) of the Act, which may include disclosing information obtained for the purpose of considering the confidential matter.

## **7. GENERAL**

### **7.1 O.P.P. Detachment Board May Contract, Sue and Be Sued**

In accordance with s. 49 (1) of the Act, the Board may contract, sue and be sued in its own name.

### **7.2 Members not Liable for O.P.P. Detachment Board's Contracts**

The members the Board are not personally liable for the board's contracts.

### **7.3 Prescribed Standards**

The Board shall comply with the prescribed standards, if any, with respect to the exercise of its powers and the performance of its duties under this Act.

### **7.4 Local Policies**

The Board may establish local policies in accordance with the Act.

### **7.5 Committees of the Board**

The Board may establish a committee and delegate any of the Board's powers under the Act to the committee. All committees of the Board shall be formed by bylaw, the provision of which may govern the name, powers, duties and quorums of the committee and may, subject to provisions of the Act, govern the composition and appointment of individuals to the committee. A committee shall be composed of, at least two members of the Board, unless otherwise provided for in the Act, and may have any number of additional members, if a majority of the committee is composed of members of the Board.

## **8. ULTRA VIRES**

Should any sections of this Bylaw, including any section or part of any schedules attached hereto, be declared by a court of competent jurisdiction to be ultra vires, the remaining sections shall nevertheless remain valid and binding.

## **9. BYLAWS TO BE RESCINDED**

All By-Laws or parts thereof and Motions passed prior to this Bylaw which are in contravention of any terms of this Bylaw are hereby rescinded.

## **10. EFFECTIVE DATE**

This Bylaw shall come into effect on the date of its passing.

READ a FIRST and SECOND time this X day of X, 20XX and to be READ a THIRD and FINAL time this X day of X, 20XX.

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Chair

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Recording Secretary