GREATER SUDBURY POLICE SERVICE BOARD
WEDNESDAY, November 26, 2026
9:00 a.m. In-Camera
10 a.m. – Public
Alex McCauley Boardroom/Teams

PUBLIC AGENDA

ITEM		REPORT	MOTION	PAGE(S)
1.	**Call to Order**			
2.	**Roll Call**			
3.	**Motion to Meet In-Camera (Closed) Session**		**Motion**	
4.	**Return to Public Session**			
5.	**Call to Order**			
6.	**Roll Call**			
7.	**Land Acknowledgement**			
8.	**Declarations of Conflict of Interest**			
9.	**Matters Arising from In Camera**			
10.	**Adoption of Minutes**			
10.1	October 21, 2026 (Public & In-Camera)		**Motion**	
	DISCUSSION AGENDA			
11.	**Reports**			
11.1	Staffing/Deployment Update	✓	**Motion**	1 – 3
11.2	Unclaimed Found Monies – Amendment	✓	**Motion**	4 – 5
11.3	Bill 97 Amendments to MFIPPA: Privacy Impact Assessments, Privacy Breach Reporting and Expanded IPC Oversight	✓	**Motion**	6 – 12
11.4	Organizational Chart Updates	✓	**Motion**	13 – 15
11.5	Court Security and Prisoner Transportation	✓	**Motion**	16 – 32

11.6	Fail to Stop (FTS) / Suspect Apprehension Pursuits (SAP)	✓	**Motion**	33 – 36
12.	**Finance Reports**			
12.1	Donation Reserve Fund Requests	✓	**Motion**	37 – 39
13.	**Agreements**			
13.1	Community Pathways Program Grant	✓	**Motion**	40 – 42
14.	**Board Reports**			
14.1	Report from the Executive Director	✓		43 – 44
15.	**Report from the Chief**	✓		45 – 72
16.	**New Business**			
17.	**Date of Next Meeting**			
18.	**Adjournment**		**Motion**	

DISCUSSION AGENDA

GREATER SUDBURY POLICE SERVICE BOARD REPORT

11.1 PUBLIC

Date: November 18th, 2026

Prepared by: Holly Bilodeau, Manager of Human Resources

Recommended by: Sara Cunningham, Chief of Police

SUBJECT: Staffing/Deployment Update

ACTION: For Approval

RECOMMENDATION: THAT the Greater Sudbury Police Service Board, in accordance with Section 37(1)(b) of the *Community Safety and Policing Act*, hereby receives notice of the hiring of the following members:

Name:	Start Date:	Position:
Ibekwe, Obidike	13-Oct-26	Part-Time Information Management Clerk
Jaswal, Jyotsana	19-Oct-26	Director of Corporate Services
Gauthier, Erica	02-Nov-26	Experienced Communicator
Hodgins, Christine	02-Nov-26	Executive Director – Police Services Board

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BACKGROUND:

Section 37 of the *Community Safety and Policing Act* sets out the Board's responsibilities with respect to the provision of adequate and effective police service in the municipality. More particularly under Section 37, the Board appoints and accepts resignations of members of the Service.

Each year, the Service develops a Recruitment Plan in accordance with anticipated attrition through resignation and/or retirement. New positions are also identified where required and filled accordingly. Recruiting efforts are ongoing continually to ensure staffing levels are maintained.

Recruiting efforts have been underway to meet and to be responsive to ongoing attrition through resignation and retirement. As soon as last day at work notices have been given,

efforts are made to identify a replacement for both Sworn and Police Professional members.

CURRENT SITUATION:

The following tables summarize appointments, resignations, and retirements since the last report to the Board**.** Unless otherwise stated, the appointments are full-time.

TABLE A: GSPS Authorized Strength on November 18th, 2026

FULL-TIME COMPLEMENT

	Budgeted		Notes	
	Authorized	Actual	Long-term Leave	Secondment
SWORN	303	296	(14)	(1)
POLICE PROFESSIONALS	158	153	0	0
TOTAL	461	449	0	(1)

Recruitment continues to be a key component of our workforce planning strategy. We are in the final stages of onboarding four new Cadets later this month and are actively screening applications for our first Police Constable intake of 2027.

Staffing pressures associated with long-term medical leaves continue to affect police services across the province. As reflected in the chart above, **14** of our **296** sworn members are currently on a long-term medical leave of one year or more. Maintaining a proactive recruitment approach, including staffing above authorized strength, helps position the Service to respond to these pressures while preparing for anticipated retirements and other extended absences.

Continued recruitment will remain a priority to support operational readiness, workforce sustainability, and effective succession planning.

In September 2026, the Police Services Board approved several staffing enhancements to strengthen organizational capacity and respond to operational demands. This included six additional full-time Experienced Communicator positions within the 9-1-1 Emergency Communications Centre. Four of these positions have been filled to date, with two new members scheduled to commence employment in January 2027.

The Board also approved an additional Administrative Supervisor for the 9-1-1 Emergency Communications Centre, with a focus on training and quality assurance, a new Manager of Strategy and Organizational Excellence, and an additional Human

Resources position. This brings the Service's authorized budgeted complement to 158 full-time Police Professional positions and provide additional capacity in key operational and organizational support areas.

TABLE B: New Hires

Name:	**Start Date:**	**Position:**
Ibekwe, Obidike	13-Oct-26	Part-Time Information Management Clerk
Jaswal, Jyotsana	19-Oct-26	Director of Corporate Services
Gauthier, Erica	02-Nov-26	Experienced Communicator
Hodgins, Christine	02-Nov-26	Executive Director – Police Services Board

TABLE C: Retirements/Resignations:

Name:		**Effective:**	**Position:**
Cooper, Jeremiah	Resignation	09-Oct-26	Constable
Shabbir, Faizan	Resignation	02-Nov-26	Constable
Ramsay, Blair	Retirement	03-Nov-26	Sergeant

GREATER SUDBURY POLICE SERVICE BOARD REPORT

11.2 PUBLIC

Date: November 18, 2026

Prepared by: Sharon Baiden, Interim Board Staff

Recommended by: Gerry Lougheed, Board Chair

SUBJECT: Unclaimed Found Monies - Amendment

STRATEGIC DIRECTION 2024-2027
Strategic Priority: 4 - Optimizing & Streamlining Our Resources
Goal: 4c - Fiscal prudence for reasonable & sustainable resource development and investments
Objective: 4c - Ensure fiscal scrutiny and accountability practices in all decision making

ACTION: For Discussion and Approval

THAT the Board reconsiders Resolution #2026-133 and approves the following amendment:

THAT the resolution be amended to replace “half of the found monies associated to Incident #SU26030412 in the amount of $225 to the Board Trust Reserve Fund” with “part of the found monies associated to Incident #SU26030412 in the amount of $224.10 to the Board Trust Reserve Fund”.

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If the reconsideration is granted by majority vote, the following resolution would then be considered:

THAT the Greater Sudbury Police Service Board thanks the Finder for her good deed; and further,

THAT the Board returns half of the found monies associated to Incident # SU26030412 to the Finder in the amount of $225; and further

THAT the Board deposits part of the found monies associated to Incident #SU26030412 in the amount of $224.10 to the Board Trust Reserve Fund.

SUBJECT: Unclaimed Found Monies

BACKGROUND:

At the October 21, 2026 meeting by way of Public Report 13.2 Unclaimed Found Monies, the Board adopted resolution #2026-133 as follows:

THAT the Greater Sudbury Police Service Board thanks the Finder for her good deed; and further,

THAT the Board returns half of the found monies associated to Incident # SU26030412 to the Finder in the amount of $225; and further

THAT the Board deposits half of the found monies associated to Incident #SU26030412 in the amount of $225 to the Board Trust Reserve Fund.

CURRENT SITUATION:

Following the meeting, the supervisor of Property Evidence Control was notified of the Board's direction is disposition of such funds. Upon counting the money and finalizing the amounts as determined, it was noted that the actual amount contained in the wallet as per Incident # SU26030412 was actually $449.10, not $450 as originally reported. To this end, $225 was returned to the Finder and $224.10 deposited to the Board Trust Fund.

In this regard, it is recommended that the original motion #2026-133 be reconsidered and amended.

GREATER SUDBURY POLICE SERVICE BOARD REPORT

11.3 PUBLIC

Date: November 16, 2026

Prepared by: Celyne Piche, Manager, Information Management

Recommended by: Sara Cunningham, Chief of Police

SUBJECT: Bill 97 Amendments to MFIPPA: Privacy Impact Assessments, Privacy Breach Reporting and Expanded IPC Oversight

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ACTION: For Approval

THAT the Greater Sudbury Police Service Board receives the report entitled "Bill 97 Amendments to MFIPPA: Privacy Impact Assessments, Privacy Breach Reporting and Expanded IPC Oversight";

AND THAT the Greater Sudbury Police Service Board reviews and amends By-law 2025-005, a by-law to establish governance standards to comply with the *Municipal Freedom of Information and Protection of Privacy Act,* R.S.O. 1990, c. M.56 accordingly.

BACKGROUND:

Bill 97, the Plan to Protect Ontario Act (Budget Measures), 2026, amended the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) as part of a broader modernization of Ontario's access and privacy framework. Access-related amendments, including the move to a forty-five (45) business-day response period, staged access plans and revised fee-estimate processes, took effect July 1, 2026. Additional amendments are schedule to take effect January 1, 2027 and are presented in the following report:

The principal privacy changes are:

- mandatory written privacy impact assessments (PIAs) before personal information is collected, subject to any prescribed exception;
- mandatory assessment of privacy breaches using the Real Risk of Significant Harm (RROSH) threshold which is the legal standard used to decide whether an organization must report a data or privacy breach to regulators and notify affected individuals.

- notification of affected individuals and reporting to the Information and Privacy Commissioner of Ontario (IPC) when the statutory threshold is met;
- annual tracking and statistical reporting of reportable privacy breaches; and
- expanded IPC authority to review institutional information practices and issue binding orders.

CURRENT SITUATION:

Beginning January 1, 2027, GSPS must generally ensure that a written PIA is completed before collecting personal information. A Privacy Impact Assessment (PIA) must also be updated before a significant change is made to the purpose for which personal information is used or disclosed.

Privacy Impact Assessments (PIA)
A PIA is a structured, written risk assessment of how a project, program, system, technology, process or service will collect, use, retain, disclose, secure and dispose of personal information. Its purpose is to identify legal, privacy and security risks before implementation, determine whether the personal information is necessary and proportionate to the purpose, and document the safeguards and accountability measures needed to reduce those risks.

A PIA is both a compliance mechanism and a practical risk-management tool. Completing it early allows privacy requirements to be designed into a project, procurement or business process rather than added after implementation, when remediation may be more costly or disruptive.

When a PIA will be required

In practical terms, a PIA screening should occur at the outset of any initiative involving personal information, including:

- a new or substantially changed program, service, operational process, form, database or information system;
- new technology, cloud services, software, mobile applications, body-worn or other recording technologies, analytics, artificial intelligence, automated decision-making, monitoring or tracking tools;
- new categories or sources of personal information, or a material increase in the amount or sensitivity of information collected;
- a new use or disclosure of existing personal information, including secondary uses;
- new information sharing, system integration, data matching or linking;
- a new vendor, partner or third party that will access, process, store, transmit or dispose of personal information;
- changes to access roles, retention periods, storage locations, security safeguards or disposal practices; and
- changes to an existing project that significantly alter the purpose for which personal information is used or disclosed.

Police service examples:

A PIA is not required merely because a record contains personal information or because GSPS receives, reviews, uses or discloses personal information through an established and legally authorized process. The key consideration is whether GSPS is introducing a new collection, program, system, technology, use or disclosure, or making a significant change to an existing information practice.

Examples where a PIA would likely be required:

- Implementing a new records management system, computer-aided dispatch system, digital evidence management system or replacement platform that collects or stores occurrence, victim, witness, suspect or employee information.
- Introducing body-worn cameras, automated licence plate recognition, drones, facial recognition, new CCTV capabilities or another recording, monitoring or tracking technology.
- Deploying artificial intelligence or automated tools to summarize reports, transcribe calls, analyze occurrence data, assess risk, identify patterns or support operational decisions using personal information.
- Creating a new online reporting, records-request, vulnerable-person registry or community-safety portal that collects personal information directly from the public.
- Moving police records or operational data to a new cloud service, or engaging a new vendor that will access, process, store, transmit or dispose of personal information.
- Establishing a new information-sharing arrangement, system integration, data match or data link with another police service, municipality, health or social service agency, school board or private-sector partner.
- Collecting a new category of personal information or using existing police information for a materially different or secondary purpose.
- Significantly changing access permissions, retention periods, storage locations, security safeguards or disclosure practices for an existing police information system.

Examples where a new PIA would not normally be required:

- Receiving and reviewing records or correspondence relating to a civil lawsuit involving GSPS or the Board through an established legal process.
- Processing an individual freedom of information request under the existing approved FOI procedure.
- Receiving Crown disclosure, court documents, subpoenas or other legal records through an established and authorized process.
- Entering occurrence, victim, witness or suspect information into an existing approved records management system in accordance with current procedures.

- Using existing approved systems and established information practices to investigate an occurrence, respond to a complaint, conduct an internal investigation or manage an employee file.
- Disclosing information under an existing statutory authority, approved agreement or procedure where the purpose and method of disclosure have not significantly changed.
- These activities may still require compliance with MFIPPA, records-management, security, confidentiality and disclosure requirements. However, the presence of personal information alone does not automatically create a requirement for a new PIA.

Practical screening question

Are we continuing an existing, authorized information practice without a significant change, or are we introducing a new collection, system, technology, use, disclosure, vendor arrangement or significant change involving personal information? If the latter applies, the initiative should be referred to Information Management for PIA screening before procurement, approval or implementation.

Timing

PIA screening should begin during project planning and before procurement commitments are made. Where a full PIA is required, it should be completed, approved and its required safeguards implemented before the collection of personal information begins. Project owners should not treat the PIA as an end-stage approval document.

Minimum required content

A compliant written PIA must document, at minimum:

- The purpose of the collection, use and disclosure and why the personal information is necessary.
- The legal authority for the collection, use and disclosure.
- The types and sources of personal information and how each type will be used or disclosed.
- The position titles of officers, employees, consultants or agents who will have access.
- Any limits or restrictions on collection, use or disclosure.
- The retention period.
- The administrative, technical and physical safeguards used to protect the information.
- The risks to individuals if the information is stolen, lost or used or disclosed without authority.
- The steps that will prevent or reduce the likelihood of a breach and mitigate harm if one occurs.

GSPS must provide completed PIAs to the IPC upon request. GSPS already has the Vale PIA software to support PIA documentation, approval, version control and centralized storage. This existing system provides an established foundation for maintaining completed PIAs and producing them for IPC review when requested.

2. Changes to Privacy Breach Reporting

Effective January 1, 2027, every privacy breach must be assessed to determine whether it could reasonably create a real risk of significant harm to an affected individual. The assessment considers factors such as the sensitivity of the personal information, the probability of misuse and whether the affected individual can take steps to prevent or mitigate harm.

Where it is reasonable to believe that the Real Risk of Significant Harm (RROSH) threshold, or another prescribed circumstance, is met, GSPS must:

- notify the affected individual as soon as feasible, unless notification is legally prohibited;
- report the breach to the IPC as soon as feasible;
- contain and investigate the breach, determine its scope and root cause, and implement corrective measures;
- keep a record of reportable breaches and provide it to the IPC upon request; and
- include the required breach statistics in annual reporting to the IPC. For MFIPPA institutions, the first annual report is due in 2028 for reportable breaches occurring in 2027.

The current GSPS privacy breach and freedom of information (FOI) procedures will be updated to incorporate the applicable Bill 97. The Managing a Privacy Breach procedure will include the statutory RROSH test, mandatory notification and IPC reporting requirements, recordkeeping and annual statistical reporting. A standardized breach assessment form and decision record will help demonstrate that each suspected breach was evaluated consistently, including where the threshold was found not to be met.

3. Expanded IPC Oversight and Order-Making Powers

Beginning January 1, 2027, the IPC will have expanded authority under MFIPPA to review an institution’s information practices and issue binding orders. The IPC may request and review PIAs, policies, procedures, breach records and related evidence of compliance. This changes the risk profile from primarily complaint-driven oversight to more direct regulatory review of institutional privacy management practices.

The practical effect is that GSPS must be able to demonstrate not only that appropriate privacy safeguards exist, but that they are documented, implemented, monitored and

updated. Deficiencies identified through a PIA, breach investigation or IPC review should have assigned owners, target completion dates and documented closure.

Operational Impact and Readiness

Area	Required action	Lead / support
Governance	Create and approve a PIA procedure policy, screening process, approval authority and centralized register/repository.	Information Management; Policy and Procedure Writer; Executive
Projects and procurement	Add PIA screening at project intake and before procurement, contracting, system configuration or go-live.	Project owner; CIT; Procurement; IM
Existing initiatives	Identify 2027 initiatives that will collect personal information or significantly change its use or disclosure and prioritize PIAs before implementation.	All divisions; IM coordination
Breach response	Update the current GSPS privacy breach to incorporate the applicable Bill 97 changes, including RROSH assessment, mandatory notification, IPC reporting, recordkeeping, annual statistics and revised access processes.	Information Management; Policy and Procedure Writer
Training	Provide role-based training for project owners, supervisors, procurement, CIT, Information Management and staff who receive breach reports.	Information Management;
Assurance	Track mitigation actions, approvals, residual risks, PIA updates and breach-remediation commitments to completion.	Project owner; IM; Executive

Risk if implementation is delayed: Projects may proceed without a legally compliant PIA, reportable breaches may not be assessed or reported within the statutory standard, and GSPS may be unable to demonstrate compliance during an IPC review. Binding orders may require corrective action and can create legal, operational, financial and reputational consequences.

Next Steps

Finalize a GSPS PIA procedure before January 1, 2027.

Complete an inventory of planned 2027 projects, technology procurements, vendor arrangements and significant information-practice changes that may trigger a PIA.

Update the current GSPS privacy breach and FOI procedures to incorporate the applicable Bill 97 changes, including the RROSH test, notification and IPC reporting decisions, breach records, annual statistical reporting and revised access processes.

Build mandatory privacy review checkpoints into project management, procurement, contracting, technology change and policy-development processes.

Deliver targeted training and communicate that operational areas remain accountable for identifying privacy-impacting initiatives and implementing PIA mitigation measures, with Information Management providing coordination and privacy expertise.

Report implementation progress and any material compliance risks to Executive Command and the Board, as appropriate.

CONCLUSION

The January 1, 2027, amendments establish a more proactive and enforceable privacy-accountability framework for municipal institutions. Compliance will require privacy review to occur earlier in operational planning, clearer documentation of decisions and safeguards, consistent breach assessment and reporting, and evidence that identified risks have been addressed. The proposed readiness work will position GSPS and the Board to meet these obligations while supporting responsible modernization and continued public trust.

GREATER SUDBURY POLICE SERVICE BOARD REPORT

11.4 PUBLIC

Date: October 14, 2026

Prepared and Recommended by: Sara Cunningham, Chief of Police

SUBJECT: Organizational Chart Updates

STRATEGIC DIRECTION 2024-2027
Strategic Priority: 1 - Member Centred Workplace
Goal: 1a - Healthy culture through transparency, fairness, and equity
Objective: 1a - Ensure adequate staffing and equal distribution of work

ACTION: For Discussion and Approval

THAT the Greater Sudbury Police Service Board approves the Organizational Chart dated November 2026.

BACKGROUND:

As part of GSPS's commitment to continuous improvement and alignment of resources, the Organizational Chart is regularly reviewed and updated. Recently, through changes in positions throughout the organization and also to the establishment of new divisions, an organizational realignment has been undertaken. As GSPS continues to transform and modernize business practices through fair, transparent and equitable distribution of work, certain shifts in structural design were needed to promote integration of units where appropriate. Our aim is to ensure members feel connected to their work units and are able to deliver against key priority goals and objectives of the Strategic Direction.

Our future successes depend on a sustainable and flexible staffing model and allocation of workload. As we continue moving forward and preparing for our upcoming Strategic Planning session, our aim is to ensure adjustments in structure connect to a clear strategic goal, whether that is ensuring excellence in service delivery, efficiency improvements, member engagement, or all three.

SUBJECT: Organizational Chart Updates

CURRENT SITUATION:

Attached is a proposed organizational structure that will be presented at the November 26 meeting as per Attachment A. For most staff, there will be no immediate impact on reporting relationships from the realignment other than continuing to strengthen what has been envisioned for some time and only now being brought to life with various key positions assumed or in the process of being filled. The various divisions and work teams have been organized to support processes, functions and deliverables. Our aim is to shape and support relationships between organizational structure and culture. The changes presented are intended to build on positive aspects of our structure and functional outputs while streamlining activities for greater efficiency. With our continued implementation of technology advances, there will be ongoing learning in all aspects of our business operations supported by a responsive structure.

Over the past year as the Service has found itself in transition, there have been vacancies and individuals serving key functions in temporary roles. I take the opportunity to acknowledge staff who have stepped up and continue to serve in leadership roles or taken on additional responsibilities as we have continued to adjust to both anticipated and unanticipated vacancies. Our organization has an abundance of robust talent, and I salute the commitment of our members who work steadfastly each and every day.

The changes proposed will take effect January 1, 2027. However, work will start immediately as the new structure is turned into action. Divisional Commanders and Managers of respective units are fully engaged in designing workflows and making changes as needed that will strengthen the structure presented. As always, input is welcome as we look to alter workflows and re-structure certain aspects of operations and administration while integrating new divisions, most notably through the establishment of the Strategy and Organizational Excellence Unit.

The Board will be kept apprized through ongoing communiques which will continue as key staff positions are filled. As always with new reporting relationships, accountabilities, and process changes, we will ensure ongoing engagement and consultation with our members.

Attachment A

The Greater Sudbury Police Service Organizational Chart will be provided during the meeting as a visual aid presented in conjunction with the report.

GREATER SUDBURY POLICE SERVICE BOARD REPORT

11.5 PUBLIC

Date: November 18, 2026

Prepared by: Marc Brunette, Acting Deputy Chief of Police

Recommended by: Sara Cunningham, Chief of Police

SUBJECT: Court Security and Prisoner Transportation

STRATEGIC DIRECTION 2024-2027
Strategic Priority: 4 - Optimizing & Streamlining Our Resources
Goal: 4c - Fiscal prudence for reasonable & sustainable resource development and investments
Objective: 4c - Continue to pursue and secure alternate funding envelops and streams

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ACTION: For Approval

THAT the Greater Sudbury Police Service Board receives the report on Court Security and Prisoner Transportation funding; and,

FURTHER THAT the Greater Sudbury Police Service Board forwards correspondence to the Solicitor General and the Ministry of Children, Community and Social Services highlighting current prisoner transportation and court security issues as it relates to rising costs.

BACKGROUND:

The Province implemented the Court Security and Prisoner Transportation (CSPT) Program in 2012 to assist municipalities in offsetting their costs of providing CSPT services in their jurisdictions. Costs associated with the provision of security for court premises during hours of court operations and security of persons attending court; and/or the costs of transporting prisoners and custodial minors (i.e., persons between twelve and seventeen years of age) between correctional institutions, custodial facilities, and court locations for the purposes of court attendance are offset in part by these funds. The maximum upload provided to municipalities across the province is $125 million in 2026 which is consistent with the grant allocations since its inception. The City of Greater

Sudbury as the actual recipient of the funds has again this year entered an agreement with the Province.

Last year, the Board learned of the planned closure of Cecil Facer Youth Centre scheduled for 2027. The Board was most concerned and strongly opposed the decision in consideration of it serving as a critical component of the justice and rehabilitation system. Additionally, such a closure would have significant and negative repercussions for youth, families, police services and the justice system across Norther Ontario. To that end, the Board sent correspondence to the Solicitor General and to the Minister of Children, Community and Social Services as per 11.5 Attachment A expressing deep concern and strong opposition to the planned closure. In that letter, the board raised issues around the impact of closing Northern Ontario's only youth detention facility for males aged 12–17.

At its October meeting, the Board received written correspondence from Sonia Bozzo Director, Service Delivery Branch, Youth Justice Division, providing an update on the transition process in relation to the closure of Cecil Facer which is currently well underway as of November 2026. With this recent update, the Board maintains it will have significant and negative repercussions for youth, families, police services, and the justice system across Northern Ontario. Additionally, there are operational hardships for GSPS as it relates to in-custody transports involving significant travel distances. With the closure of this facility, prisoner transports will be redirected to facilities in locations such as Brampton, Ottawa, Hamilton, and Thunder Bay noting that the latter requires air travel.

In addition to the closure of Cecil Facer Youth Centre and the concerns noted, Sudbury has also recently introduced single point of entry which will require court security staffing for screening purposes at both the Sudbury Court House located at 155 Elm Street and 159 Cedar Street anticipated in the coming year.

Both of these circumstances will attract significant impacts on court security and prisoner transportation requirements in Sudbury. These two decisions have had significant impacts on spending with no additional financial offsets.

In addition, for a number of years, Sudbury has served as the northern hub for Weekend and Statutory Holiday (WASH) Court which provides for bail hearings and initial appearances for individuals arrested or held in custody when regular weekday courts are closed. This helps to meet Criminal Code requirements for timely bail hearings without actually waiting until the next business day. In the North, GSPS hosts regional WASH court operations serving surrounding areas and police services. The Appearances are held remotely often times by video or audio link from GSPS Headquarters. This also requires dedicated court staffing which is factored into staff deployment planning and annual budgeting.

GSPS currently schedules three Special Constables for each day of WASH Court. Two members start at 0700 and manage custodies at HQ. One member starts at 0800 and is responsible for courthouse/judiciary security.

When WASH Court was originally introduced it worked on a rotating schedule where periodically different Courthouse locations in the Northeast would host the proceedings. In 2016, a move to a centralized WASH Court model occurred where the Sudbury Courthouse was identified as the home location for the Northeast Region. This resulted in the Justice of the Peace (JP) and Ministry of the Attorney General Court Clerks being in-person in a Sudbury courtroom for each WASH Bail Day (116 days+/-).

The immediate impact to the Courts Branch was the need to provide at minimum one Special Constable for courtroom security for the JP. Although prisoner appearances are through video remote, the courtroom is open to the public and as such security is required. This also meant that even if the police service had no custodies, staffing would still have to be provided until the end of this court process.

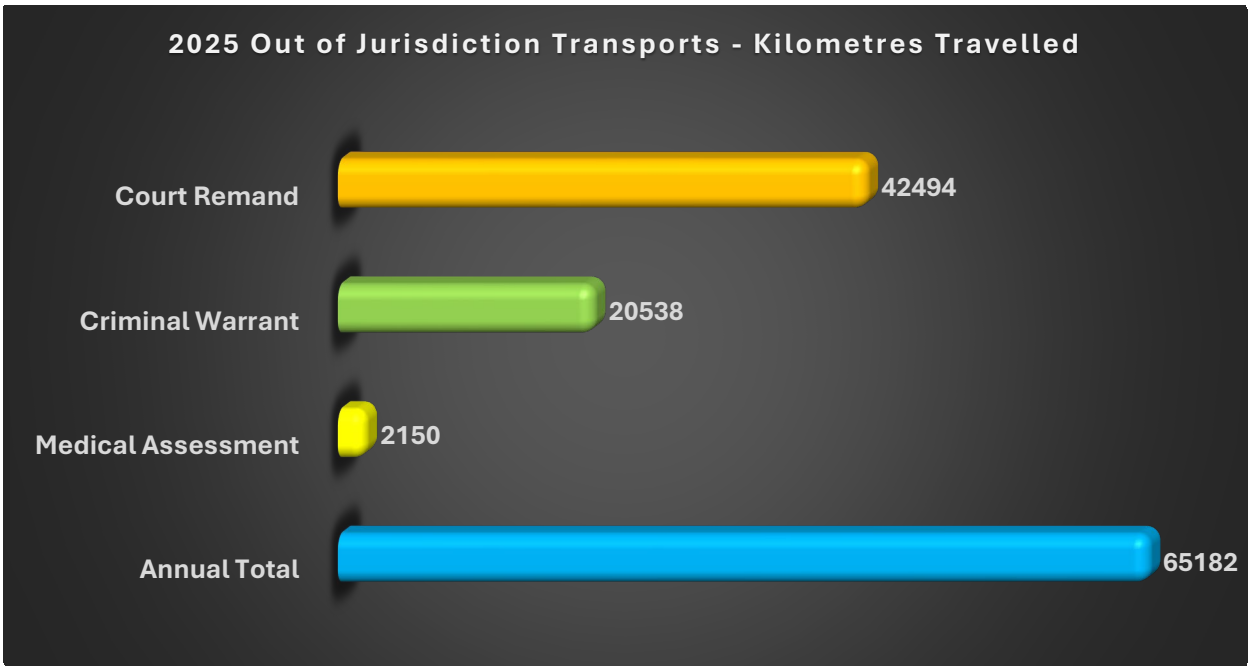
Although at times the JP does appear remotely, the courtroom is still open to the public, Crown, Defence and MAG staff (always in person).

Operational Impacts on Policing and Community Safety

As has been previously discussed by the Board, the closure of Cecil Facer will create hardships for the Greater Sudbury Police Service (GSPS). This, coupled with already high demands on prisoner transportation demands for adult prisoners, stands to add substantial time dedicated to the movement of prisoners between jurisdictions of significant geographic distance and weather conditions. The Board does recognize however that where possible and more practical video appearances would be facilitated.

Each transport requires a minimum of two Special Constables, which results in the re-deployment of personnel from local community safety duties for extended periods. These pressures are already significant, and the closure of Cecil Facer will significantly increase staffing pressures, overtime costs, and operational risks. As can be noted below, last year, in 2025, a total of 65,182 kilometers were travelled for out-of-town transports. With the increases in gasoline costs, these impacts have been substantial.

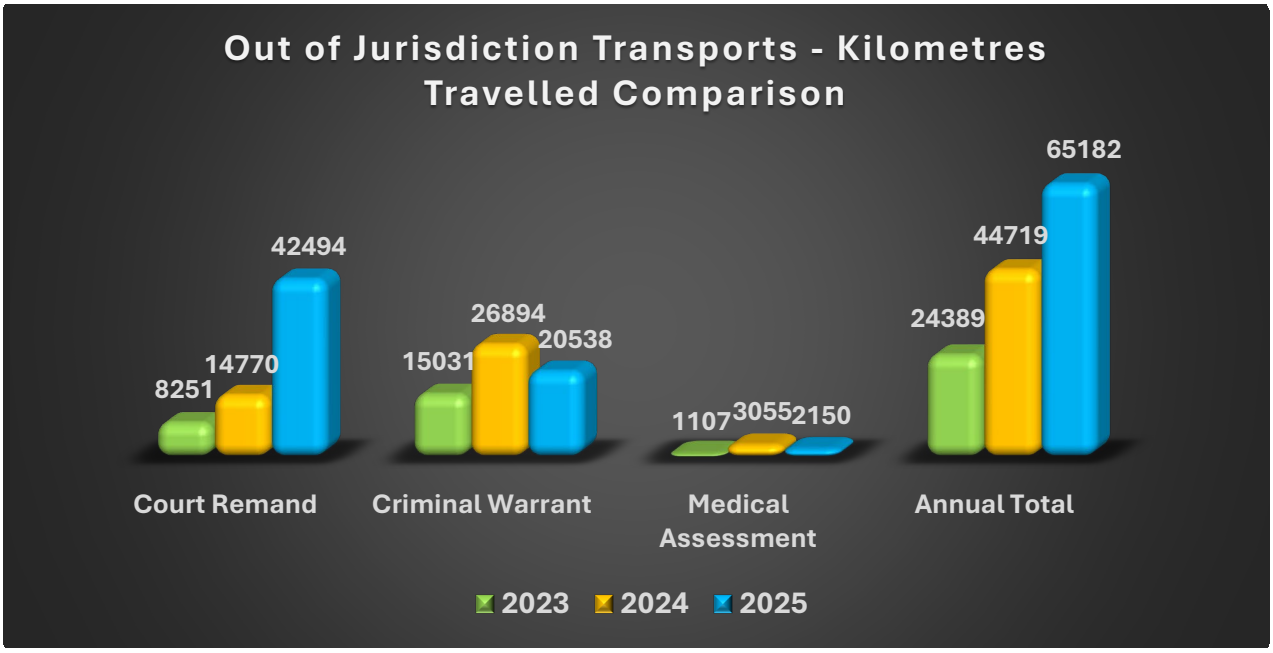
2025 Out of Jurisdiction Transports - Kilometres Travelled



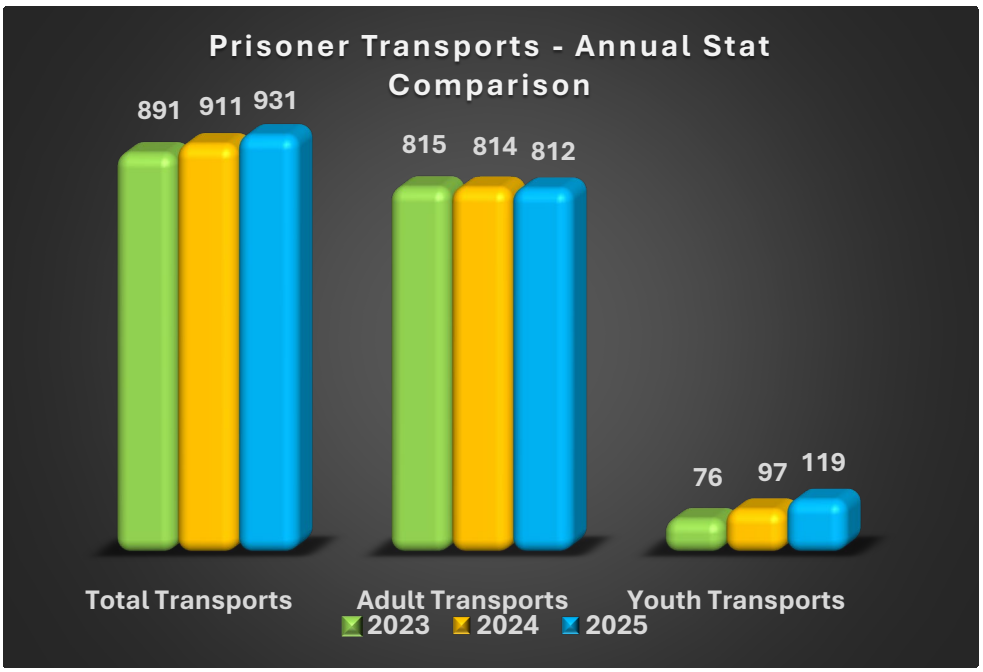
By way of comparison, there has been a significant increase between 2023, 2024 and 2025 with trending continuing upwards in 2026. This data is presented on the following page.

For reference, kilometres travelled are calculated through GOOGLE MAPS from 190 Brady Street, Sudbury to the related institution/location where the prisoner is being picked up or dropped off. For transports involving flights, distances are calculated from Greater Sudbury Airport to the airport of that receiving jurisdiction. Travel to and from the receiving airport to the institution is not included in this calculation.

Out of Jurisdiction Transports - Kilometres Travelled Comparison



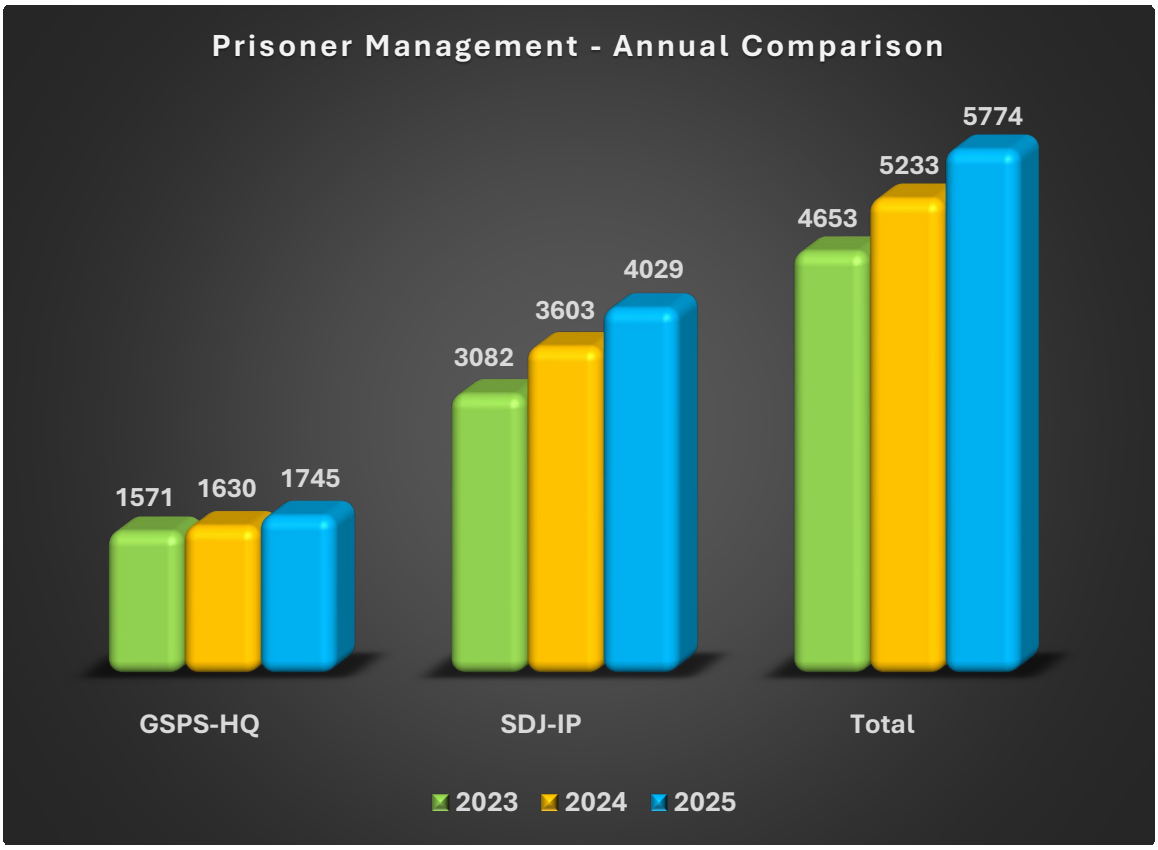
While the total number of prisoners (reflected as Adult and Youth) transported by comparison years has remained relatively constant, the number of youth is on the rise and is reflected below:



As noted, with the closure of Cecil Facer, the number of youth transports will continue to rise significantly.

Overall prisoner management has seen a substantial rise over the 2023, 2024 and 2025 years.

Prisoner Management - Year End Totals Comparison



Greater Sudbury Police Service (GSPS-HQ) represents the number of prisoners managed through the Bail and Weekend WASH Court processes. These occur through virtual appearances from GSPS Headquarters, and the custodies are managed in-person by GSPS Special Constable Staff. From 2023 to 2025, this number rose from 1,571 to 1,745 (up 11.1%).

Sudbury District Jail In-Person (SDJ-IP) – represents the number of prisoners managed through both Bail and continued Court appearance processes in which the individual has remained in custody at the SDJ or other institutions. These are the in-person court appearances at the Courthouse where transport is required and are managed by GSPS Sworn and Special Constable Staff. From 2023 to 2025, this number rose from 3,082 to ,4029 (up 30.1%)

2025 Total – represents the combined number of custodies managed by Courts Section Security Staff in these two identified areas of classification. In 2025, the total was **5774** up 1,121 or close to 24.1% over a three-year period. Costs have risen correspondingly while revenue offsets have remained the same.

These statistics only account for individuals in custody of the GSPS or that have been remanded to the Sudbury District Jail. They do not account for any accused individuals attending for out of custody court appearances.

2026 Activities and Impacts to Date

At the time of the writing of this correspondence, with Cecil Facer in the process of closing, all remanded youth will now entail out-of-town transport. For example, in the previous ten (10) days, there was one transport to Sault Ste. Marie and three (3) flights to Thunder Bay.

Although not officially confirmed by the Ministry, the latest update from the Sudbury District Jail (SDJ) regarding the plan for the old Cecil Facer site is to house all female adult and low and medium security males. SDJ will only house high security males.

Should this occur, the anticipated impacts would be the requirement to transfer male and female custodies from that site to and from the Sudbury District Jail which on a typical day could be as many as twenty (20) Monday to Friday. Transports of youth will also be required to Thunder Bay, Sault Ste Marie or Brampton. On Weekend and Statutory Holiday (WASH) court days, transports from Police Headquarters to the old Cecil site and SDJ will be required with new intake remanded male/female adults as well as transportation of youth to Thunder Bay, Sault Ste Marie or Brampton. This will attract the need for transport vehicles and additional Special Constable personnel.

Financial Hardships

The existing Court Security and Prisoner Transport Program assists municipal governments that are legally responsible for local court security and prisoner transit through an annual $125 million grant funding program. These funds are distributed to municipalities through individual grant allocations. Each year, GSPS receives an allocation of the total amount of funds and reports on actual spending. As can be noted in the table below, there is typically a negative variance in grant funding versus actual costs, with the shortfall increasing dramatically in recent years. Since 2023 alone, actual costs are up by 30.5% while the funding allocation has risen by just 7.4%. This is a concerning outcome leaving local taxpayers responsible for the significant impacts of provincial decisions being made.

Court Security and Prisoner Transportation				
Year	CSPT Grant Funding Allocation	Actual	Variance	% Shortfall
2025	$ 2,173,092	$ 4,108,189	$ (1,935,097)	89%
2024	$ 1,945,700	$ 3,268,758	$ (1,323,058)	68%
2023	$ 2,023,613	$ 3,147,500	$ (1,123,887)	56%
2022	$ 2,057,399	$ 2,566,033	$ (508,635)	25%
2021	$ 1,969,233	$ 2,601,758	$ (632,525)	32%
2020	$ 1,875,021	$ 2,682,229	$ (807,208)	43%
2019	$ 1,821,132	$ 2,712,810	$ (891,678)	49%
2018	$ 1,863,937	$ 2,465,172	$ (601,235)	32%
2017	$ 1,597,660	$ 2,320,192	$ (722,532)	45%

As can be noted, deficits have been reported every year, ranging from several hundred thousand dollars to well over a million in some years. In 2025, the shortfall was just short of $2 million or an 89% negative variance from the partial grant funding offset to actual expenditures.

Actual CSPT expenditures increased from $3.269 million in 2024 to $4.108 million in 2025, an increase of close to $840,000 or $783,504 or 26.0%. The increase was primarily driven by staffing demands and associated salary and benefit costs. While sworn staffing remained unchanged at 5 FTE, civilian staffing increased from 21.61 FTE in 2024 to 27.64 FTE in 2025. The most significant growth was in part-time Court Security staffing, which increased from 10.61 to 15.75 FTE, while full-time civilian staffing increased from 11.00 to 11.89 FTE. Extended shifts associated with out of town travel has also contributed to rising overtime costs.

The additional staffing was required to maintain adequate court security coverage, respond to known and anticipated staffing losses, support newly established positions, and address increased prisoner transportation demands.

Under the new *Community Safety and Policing Act*, Special Constables now have a prescribed training program which must be completed prior to commencing actual court security duties. This results extended training and orientation for new members with a five week mandatory in-class training program, a two-week block for exam writing and determination of results , followed by followed by a twelve week field mentorship training matrix which must be completed prior to working independently. As a result, recruitment

must occur in advance of anticipated vacancies and, at times, larger groups of employees must be hired and trained simultaneously to maintain adequate operational coverage. From the court security members are hired to the date of ready-state for full-deployment is approximately twenty weeks.

Increased prisoner transportation demands have also contributed to the need for additional staffing. Special Constables may be required to complete prisoner transports following a regular eight-hour shift while also being required to maintain court security coverage the following day. Additional staffing provides greater capacity to manage these extended operational demands while supporting employee health and safety and the safe care, control and transportation of prisoners.

Operating costs also increased in 2025. Materials increased from approximately $113,855 in 2024 to $155,598 in 2025, an increase of approximately $42,000 or 36.7%, reflecting higher costs for gasoline, vehicle insurance, training, office and enforcement supplies, equipment and uniforms. Additional costs increases were experienced in technology, transportation, radio system and contracted services.

Overall, costs are increasing as a result of staffing demands and transportation requirements required to support Court Security and Prisoner Transportation operations, together with higher costs for the equipment, technology, vehicles and other resources required to deliver these services.

The added transportation pressures with the closure now of Cecil Facer requiring more frequent out-of-town prisoner transports, will only continue to exacerbate this structural funding gap resulting in an unsustainable financial burden on municipal taxpayers.

The $125 million provincial cap which has been in place for several years fails to recognize and respond to rising operational, labor, and security-enhancement costs, leaving local taxpayers to fund what is a growing shortfall. The Board is cognizant that this funding is available to assist in offsetting some court costs, however, Sudbury has experienced disproportionate impacts very much out of its control.

New Operational Impacts on Court Security and Court Staffing Pressures.
Notwithstanding the activities and associated costs presented over a multi-year period up to and including the year 2025, a number of additional requirements have been initiated in 2026, which will have a significant impact on court costs as follows:

Single Point of Entry 155 Elm Street
In April 2026, single point of entry (SPE) was initiated at the main courthouse located at 155 Elm Street, which requires four (4) Special Constables to manage heavy traffic and ensure the public with proper security credentials are granted entry. This requirement occurs daily from 0830 to 1700 hours. In the event court remains in operation past 1700 hours, two Special Constables are required to allow for entry, screening and re-screening of public participants.

Single Point of Entry Monitoring Room 155 Elm Street
The creation of a SPE Monitoring Room has resulted in one net new position. A Special Constable monitors this area from 0830 to 1700 hours to coincide with SPE through the main doors. Tasks associated with this role also include the monitoring of panic alarms, internal and external intercoms, external and internal area cameras, judicial parking and access gate.

159 Cedar Street – Additional Security Requirements
The Ministry of the Attorney General (MAG) will be adding an SPE set up to 159 Cedar Street similar to 155 Elm Street. It is at the 66% design stage. At this time there is no date for completion however will result in more staff to manage dedicated set up. Staffing requirements will be similar with two (2) Special Constables between 0830 to 1630h hours to manage screening like the process at 155 Elm Street. Similarly, in the event a court operates beyond 1630 hours, this area also must be staffed by two (2) Special Constables to allow entry/screening/rescreening of participants or public.

These changes have resulted in a net new position of one Special Constable to patrol courtrooms, public areas and relieve SPE staff. Additionally, there is a requirement for a net new addition of two (2) sworn officers to provide armed security to location.

Each in-custody adult/youth require an additional two (2) Special Constables to manage transport and security in courtroom.

POA Court – Temporary Re-location
As a result of a temporary (two-year timeframe projected) re-location of POA Court in Sudbury from Tom Davies Square to the Lionel E. Lalonde Centre, a net new vehicle was required to accommodate transportation requirements to that third location

When increased security is required or additional court rooms are open, GSPS is required to send additional dedicated Special Constables as it is not possible to draw from existing staff deployed at 190 Brady or 159 Cedar based on location and given the travel distance required.

Other Impacts
As a result of current conditions stemming from the *R. v. Jordan* delay decision resulting in the Jordan Charter (Jordan framework) for timely appearances, MAG is continuing to look for opportunities to increase the number of matters which can be addressed each day. This will evidenced in January 2027, with the sitting judiciary moving out of some administrative courts to go completely virtual. These changes are being made to free up courtroom space to conduct more in-person proceedings.

Although it is difficult to quantify the actual impact at this time, these changes not only increase the amount of public and accused individuals attending the courthouse but could also add to the requirement for dedicated court security resources should the individual be in custody for this matter.

Concluding Comments

The insights provided in this report are presented at a high level and are not intended as an all-encompassing picture of the current and projected impacts on the Greater Sudbury Police Courts Branch resources and staffing demands. Based on an analysis of the data available, the Board forecasts major resource pressures on prisoner transportation and court security staffing resulting in significant cost increases.

As costs are rising significantly, the Board urges the government on a priority basis to re-visit the allocation of Sudbury's Court Security and Prisoner Transportation grant funding or increase the total amount of available funding. With the closure of Cecil Facer resulting in added prisoner transportation and court security obligations coupled with the introduction of single point of entry, GSPS stands to have disproportioned escalation in costs associated with gasoline, court security staffing and other operating requirements.

We thank you for your attention to this important matter. The Board would also welcome the opportunity to meet to further discuss our concerns. We look forward to your early reply as budget forecasts for 2027 are currently underway.

CURRENT SITUATION:

The City has advised the Service, that the 2026 funding allocation has been approved in the amount of $2,104,533. Funds flow through the City of Greater Sudbury to the Greater Sudbury Police Service Board recorded as a grant revenue in the police budget to offset a portion of transportation and security costs which are posted to the police service operating budget.

In the 2025, the Service received an allocation of $2,173,092 through the CSPT Grant while realizing an expenditure total of $4,108,189 resulting in a negative variance of $1,935,097. As has been previously discussed by the Board, concerns continue to flow from rising costs associated with this function as an adverse consequence to municipal taxpayers.

As the 2026-year end is approaching, the Service will be finalizing spending for the year and forecasting 2027 anticipated expenses. The Service is anticipating a significant impact on spending in the upcoming year. The closure of Cecil Facer will drive costs associated with out-of-town youth transfers. As well, the introduction of single Point of Entry requiring security and screening at entry check points, will attract court security expenses. This compounded with the existing security services which are required at four locations, those being 155 Elm Street, 159 Cedar Street, 190 Brady Street for video bail appearances and at the Lionel E. Lalonde Centre which currently houses Provincial Offences Act Courts.

The Board may wish to respectfully request that consideration be given to allocating a greater amount to Sudbury in the context of the unique circumstances impacting transportation and court security operations in our area.

GREATER SUDBURY POLICE SERVICE BOARD

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September 18, 2025

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

The Honourable Michael Parsa
Minister of Children, Community and Social Services
Ministry of Children, Community and Social Services
438 University Avenue, 7th Floor
Toronto, ON M7A 2R9

Subject: Opposition to the Planned Closure of Cecil Facer Youth Centre

Dear Minister Kerzner and Minister Parsa,

On behalf of the Greater Sudbury Police Service Board, I am writing to express our deep concern and strong opposition to the planned closure of Cecil Facer Youth Centre, scheduled for 2027. As Northern Ontario's only youth detention facility for males aged 12–17, Cecil Facer is a critical component of the justice and rehabilitation system in our region. Its closure will have significant and negative repercussions for youth, families, police services, and the justice system across Northern Ontario.

Operational Impacts on Policing and Community Safety

The closure of Cecil Facer will create substantial operational hardships for the Greater Sudbury Police Service (GSPS) and other Northern Ontario police services. In 2024 alone, GSPS completed 80 local jurisdiction transports to and from Cecil Facer and traveled 11,218 kilometres for out-of-jurisdiction transports. With the closure, transports will be redirected to distant facilities in Brampton, Ottawa, Hamilton, and Thunder Bay—the latter requiring air travel.

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Each transport requires a minimum of two Special Constables, removing personnel from local community safety duties for extended periods. This will significantly increase staffing pressures, overtime costs, and operational risks.

Financial Hardships

The existing Court Security and Prisoner Transport Program has already resulted in annual shortfalls for GSPS. Between 2017 and 2024, funding allocations fell consistently short of actual expenditures, with deficits ranging from several hundred thousand dollars to well over a million in some years. Adding extended and more frequent prisoner transports will only exacerbate this structural funding gap and place an unsustainable financial burden on municipal taxpayers.

Human and Community Impacts

Beyond operational and financial concerns, the closure of Cecil Facer will harm vulnerable youth and their families. Proximity to family and guardians is vital to rehabilitation and reintegration. Forcing youth to serve custodial sentences far from their home communities will:

- Sever critical family and cultural support systems;
- Create significant barriers to visitation, often making it impossible;
- Impose psychological and emotional tolls on youth already at risk; and
- Undermine principles of rehabilitation central to the Youth Criminal Justice Act.

Our Position

The Greater Sudbury Police Services Board firmly believes that closing Cecil Facer will have disproportionate and harmful consequences for Northern Ontario communities. This decision prioritizes administrative convenience over the well-being of youth, families, and communities, while further straining already underfunded police resources.

We strongly urge the Government of Ontario to reconsider the planned closure and to maintain Cecil Facer Youth Centre as a critical Northern Ontario institution that supports both public safety and youth rehabilitation.

GREATER SUDBURY
POLICE SERVICE BOARD

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We thank you for your attention to this matter and request an opportunity to meet and discuss viable alternatives.

Respectfully submitted,

Gerry Lougheed, Jr.
Chair

cc:

- The Honourable Doug Ford, Premier of Ontario
- Association of Municipalities of Ontario (AMO)
- Federation of Northern Ontario Municipalities (FONOM)
- Greater Sudbury City Council

GREATER SUDBURY POLICE SERVICE BOARD

Letter from Minister Michael Parsa, Ministry of Children, Community, and Social Services in response to its letter regarding the closure of Cecil Facer dated December 12, 2025.

Ministry of Children, Community and Social Services

Minister's Office
7th Floor
438 University Avenue
Toronto ON M5G 2K8

Tel.: 416 325-5225
Fax: 416 325-5240

Ministère des Services à l'enfance et des Services sociaux et communautaires

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7e étage
438, avenue University
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Tél. : 416 325-5225
Téléc.:416 325-5240

Ontario

127-2025-7143

December 12, 2025

Gerry Lougheed, Jr.
Chair
Greater Sudbury Police Services Board
psb@gsps.ca

Dear Mr. Lougheed Jr.:

Thank you for your letter regarding the future transfer of Cecil Facer Youth Centre (CFYC).

The Ministry of Children, Community and Social Services (MCCSS) is working in collaboration with the Ministry of the Solicitor General (SOLGEN) to repurpose the CFYC site for adult offenders, which is necessary to increase capacity in adult correctional facilities in Ontario. This initiative is in line with recommendations made by the Auditor General in 2012 and 2014 reports; it also presents an opportunity for both ministries to leverage existing government and community assets to better support the Greater Sudbury and other Northern communities and keep dangerous criminals off our streets.

For the CFYC transfer, our justice partners, including the Greater Sudbury Police Service, other police services and local courts, will be engaged to assess how this initiative may affect transportation logistics, in-person court attendance, and court release planning.

The ministry remains deeply committed to fulfilling its legislative responsibilities in supporting youth through the Youth Justice Division. Our work is guided by a strong sense of care, accountability, and a focus on achieving positive outcomes for young people. Any transfer planning for youth will be thoughtful and informed by recommendations from the Ontario Ombudsman's report *Lost Opportunities*, as well as insights gained through community engagement.

…/cont'd

The planning and preparations for the construction of the SOLGEN-operated adult institution is well underway. CFYC will continue to operate as a youth facility throughout planning and into construction. The timeline for ending admissions to CFYC will be determined as planning progresses.

We understand that effective collaboration with stakeholders is essential to supporting youth programming following the transfer of CFYC. The Youth Justice Division remains committed to engaging with community partners throughout the transition period to share government plans related to the transfer of CFYC to SOLGEN.

The transition period will include a range of engagement approaches to support inclusive participation from all community partners and to address connectivity challenges in some remote First Nations communities. MCCSS has already begun conversations with Indigenous partners, who will continue to be engaged to understand how this initiative may affect Indigenous youth, families, and communities, and to explore strategies to mitigate any impacts. Focused discussions related to CFYC will take place closer to the anticipated transfer date.

Thank you again for your continued partnership and commitment to supporting youth in Northern Ontario. If you would prefer a meeting to discuss the above, please reach out to Michael Smith, by email at Michael.Smith4@ontario.ca or by phone at 416-294-5693 to make those arrangements.

Sincerely,



Michael Parsa
Minister

c: The Honourable Doug Ford, Premier of Ontario
The Honourable Michael S. Kerzner, Solicitor General of Ontario
Michael Smith, Executive Assistant, Issues Manager, Youth Justice Division

GREATER SUDBURY POLICE SERVICE BOARD REPORT

11.6 PUBLIC

Date: November 17, 2026

Prepared by: Doug Ward, Acting Inspector of the Integrated Operations Division

Recommended by: Sara Cunningham, Chief of Police

SUBJECT: Fail to Stop (FTS) / Suspect Apprehension Pursuits (SAP)

STRATEGIC DIRECTION 2024-2027
Strategic Theme: 2 - Policing With Excellence
Goal: 2c - Crime prevention and strategic enforcement to reduce crime and social disorder
Objective: 2c - Deploy informed strategic enforcement initiatives to promote safety and reduce crime

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ACTION: For Information

THAT the Greater Sudbury Police Service Board receives this report outlining GSPS Fail to Stop / Suspect Apprehension Pursuits data.

BACKGROUND:

In 2026, the Greater Sudbury Police Service (GSPS) continued to monitor and manage Fail to Stop (FTS) and Suspect Apprehension Pursuit (SAP) incidents in accordance with the *Community Safety and Policing Act* (CSPA) and established internal policy. These incidents represent high-risk interactions requiring disciplined decision-making, with a continued focus on balancing enforcement with public and officer safety.

Overall, 2026 data reflect an increase in fail to stop–related occurrences, while demonstrating continued adherence to risk-based pursuit management and disengagement principles.

SUBJECT: Fail to Stop (FTS) / Suspect Apprehension Pursuits (SAP)

CURRENT SITUATION:

Incident Summary and Year-over-Year Comparison

Category	2025	2026	Change
Total Incidents	25	37	**+48%**
Fail to Stop (No Pursuit)	18	28	**+55.5%**
Pursuits Initiated	7	9	**+28.57%**
Pursuit Rate	28%	24.3%	**-3.7 pts**

In 2026, GSPS recorded:

- ✓ **28** fail to stop incidents where no pursuit was initiated
- ✓ **9** pursuits initiated
- ✓ **37** total incidents

By comparison, 2025 recorded:

- ✓ **18** fail to stop incidents
- ✓ **7** pursuits initiated
- ✓ **25** total incidents

The increase in overall incidents reflects a higher volume of non-compliant driver behaviour, while the majority of occurrences in 2026 **(76.3%)** continued to be resolved without pursuit.

Operational Context

Reasons for Stop Initiation

In 2025, the primary drivers of enforcement included:

- Highway Traffic Act (HTA) offences (largest category)
- Dangerous or impaired driving
- Stolen vehicles and Criminal Code–related occurrences

This represents a broader and more risk-elevated profile compared to 2025. There has been an increase in motorcycle/e-bike and off-road vehicle fail to stops.

Location Profile

In 2025, incidents occurred on:

- ✓ City streets **(17)**
- ✓ Secondary highways **(5)**
- ✓ Rural roads **(3)**

In 2026, incidents occurred on:

- ✓ City streets **(30)**
- ✓ Secondary Highways **(5)**
- ✓ Rural roads **(2)**

Pursuit Management and Outcome

In 2025:

- ✓ **7** pursuits were initiated
- ✓ **5** pursuits were terminated by police

Strategic following and controlled tactics were the primary response methods.

- ✓ **3** suspects evaded apprehension, reflecting appropriate disengagement where risk thresholds were exceeded.

In 2026:

- ✓ **9** pursuits were initiated
- ✓ **All** pursuits were terminated by police.

These outcomes demonstrate continued adherence to risk assessment protocols, and the principle that public safety outweighs immediate apprehension.

Termination Methods – Context (Pending Update)

Preliminary data indicates the use of controlled tactics such as:

- ✓ Strategic following
- ✓ Pinning / intentional contact (limited application)

Further contextual analysis will be incorporated to provide clarity on decision-making thresholds, tactical selection, and alignment with training and policy.

Analysis (“So What”)

The 2026 data demonstrates a continued increase in fail-to-stop related activity, indicating higher levels of non-compliance and/or increased enforcement engagement. While pursuit activity also increased, the rise was measured and appropriate, reflecting a response to higher-risk incidents rather than a shift in enforcement practices. The data further highlights continued organizational discipline, with most incidents being resolved without initiating a pursuit, and demonstrates the strong, consistent application of risk mitigation and disengagement principles. From a governance perspective, the GSPS continues to respond effectively to evolving operational demands while maintaining a balanced, policy-aligned approach to managing high-risk vehicle events.

Conclusion

Despite increased incident volume in 2026, GSPS members continue to demonstrate sound judgment and disciplined decision-making in managing fail to stop and pursuit events.

The data reflects a service that is proactive in enforcement, measured in response, and anchored in public safety and legislative compliance. This work supports the Service’s strategic direction of Policing with Excellence and reinforces public confidence in how high-risk vehicle interactions are managed.

GREATER SUDBURY POLICE SERVICE BOARD REPORT

12.1 PUBLIC

Date: November 18, 2026

Prepared and Recommended by: Sara Cunningham, Chief of Police

SUBJECT: Donations Reserve Fund Requests

STRATEGIC DIRECTION 2024-2027
Strategic Priority: 3 - Working Together ~ Our Safety & Well-Being
Goal: 3c - Focus on priority populations with acutely elevated risk, including vulnerable adults, children, and young persons
Objective: 3c - Invest in initiatives that build resiliency and support people to thrive

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ACTION: For Approval

RECOMMENDATION:

THAT the Greater Sudbury Police Service Board authorizes the following donations with funds to be drawn from the Donations Reserve Fund:

$3,000 Shop with a Cop
$1,500 le Tournoi des etoiles

BACKGROUND:

Since 2002, the Board has maintained a Donations Reserve Fund that is utilized to assist in community safety and wellbeing initiatives in support of youth, crime prevention activities, or any other purposes as deemed suitable by the Greater Sudbury Police Service Board or those specifically targeted by the donor.

A component of this Fund is the Chiefs Youth Initiative Fund (CYIF) which was established in 2006 for the exclusive purpose of providing financial resources to youth-related initiatives within the community.

When considering request for funds, the Board takes into account initiatives supporting community-oriented policing that involves a co-operative effort on the part of the Greater Sudbury Police Service and youth in the community, initiatives benefiting children and/or youth and/or their families, initiatives addressing violence prevention or prevention of repetition of violence or the root causes of violence, initiatives that focus on marginalized or underprivileged youth, and sponsorship of educational events.

The City of Greater Sudbury Bylaw #2020-56 (as amended by 2020-125) establishes and continues Reserves, Reserve Funds, and Trust Funds for the City of Greater Sudbury, specifically the Police Service's Donations Reserve Fund.

CURRENT SITUATION/REQUESTS:

Two requests for funding consideration from the Donations Reserve Fund monies earmarked for Chief's Youth initiatives have been received and are supported by the Chief of Police.

The balance in the Chief's Youth Initiative Fund as of October 31, 2026, is $18,155.19.

$3,000 Greater Sudbury Police Service – Shop with a Cop

In 2007, the Greater Sudbury Police Service launched the 'Shop with a Cop' program in Sudbury in which participating children are identified by schools, churches, and social service agencies. Each child is partnered with a member of the Service and provided with a $250 gift card for the purchase of gifts for their family for the holiday season. The event includes breakfast and a backpack full of goodies for each child. Many GSPS officers and personnel volunteer their time for this initiative.

The program provides an opportunity for participating youth to become better acquainted with law enforcement personnel building positive relationships with underprivileged children, their families, and the community.

On December 7, 2026, the 19th annual Shop with a Cop program kicks off. The requested funding will assist to offset associated expenses over and above generous in-kind donations and sponsorships.

$1,500 Conseil Scolaire du Grand Nord – le Tournoi des etoiles

Conseil Scolaire Publique du Grand Nord is the French public-school board in Greater Sudbury. Annually, the Board organizes an elementary ice hockey tournament for grade 7 and 8 students. Their goal is to promote physical activity in their students and enable

all children, no matter their financial status, to play hockey in a non-competitive, positive, team environment.

This year, 30 – 32 teams from across the province will be welcomed to the tournament which is scheduled for March 23 and 24, 2027.

GREATER SUDBURY POLICE SERVICE BOARD REPORT

13.1 PUBLIC

Date: November 18, 2026

Prepared by: Sherry Young, Acting Inspector of CSWB

Recommended by: Sara Cunningham, Chief of Police

SUBJECT: Community Pathways Program Grant

STRATEGIC DIRECTION 2024-2027
Strategic Priority: 4 - Optimizing & Streamlining Our Resources
Goal: 4c - Fiscal prudence for reasonable & sustainable resource development and investments
Objective: 4c - Continue to pursue and secure alternate funding envelops and streams

ACTION: For Approval

THAT the Greater Sudbury Police Service Board enters into an Agreement with His Majesty the King in right of Ontario, as represented by the Solicitor General, for the Community Pathways Program to receive funds in the total amount of $286,447.51 covering the 2026-2027, 2027 to 2028 and 2028 to 2029 fiscal years.

BACKGROUND:

The Ministry of the Solicitor General has approved funding to the Greater Sudbury Police Service Board under the 2026–2029 Proceeds of Crime Grant Program in support of the Greater Sudbury Police Service (GSPS) Community Pathways Program. The transfer payment agreement is effective April 1, 2026, and expires March 31, 2029. The total project value is $472,744.50, comprising a maximum provincial contribution of $286,447.51 and GSPS in-kind contributions. The monies will be dispersed in one-third allocations of $95,482.50 in each of the approved funding years.

CURRENT SITUATION:

The Community Pathways Program will establish a contract pre-charge coordinator within the Community Safety and Well-Being Unit (CSWB). The coordinator will review eligible incidents, identify youth and adults suitable for pre-charge diversion, connect participants and victims with community supports, and work with justice and social service partners to provide meaningful alternatives to the traditional criminal justice process. The coordinator will also assist the Violent Threat Risk Assessment (VTRA) process connecting individuals with support and resources as appropriate to deter recidivism. Assessment, diversion training for new recruits, and ongoing evaluation through research and data analysis will support the coordinator in achieving positive outcomes.

The program will be delivered in collaboration with Sudbury District Restorative Justice, John Howard Society, Canadian Mental Health Association (CMHA), the Sudbury Crown Attorney's Office, and the local Violent Threat Risk Assessment signed by community partners. Key project targets include diverting **150** youth and **125** adults by the end of the project, diverting **60** individuals annually for property-related offences, referring **100** victims to community organizations, training new recruits, and delivering **10** training sessions.

Financial Implications

The province's maximum contribution is $286,447.51 over three fiscal years, allocated in equal annual amounts of approximately $95,482.50 for each of 2026–2027, 2027–2028 and 2028–2029. Funding will be paid in six instalments of approximately $47,741.25 each, subject to execution of the agreement and Ministry approval of required reports. Provincial funding primarily supports the contract cost of the pre-charge coordinator, community outreach expenses, and the ThoughtExchange survey platform.

The remaining project value of approximately $186,297 will be met through GSPS in-kind contributions, primarily the existing ThoughtExchange platform and Research and Data Analyst support. Any costs exceeding the approved budget, ineligible expenditures, or expenditures lacking required documentation remain the responsibility of GSPS. Unspent or improperly used funds may be recovered by the Province.

Risk and Oversight

Funding is conditional on compliance with the transfer payment agreement. Key obligations include using funds only for eligible project costs, maintaining $2 million in commercial general liability insurance, obtaining best value for funded purchases, avoiding conflicts of interest, retaining financial and non-financial records for seven years,

complying with audit requirements, and submitting annual and interim reports through April 30, 2029. Public communications about the project require advance notice to the Province and the prescribed acknowledgement of provincial support. Oversight will be maintained by CSWB, Finance, and the Research and Data Analyst, with performance tracked against approved milestones and indicators.

GREATER SUDBURY POLICE SERVICE BOARD REPORT

14.1 PUBLIC

Date: November 18, 2026

Prepared by: Christine Hodgins, Executive Director

SUBJECT: Report from Board Staff

STRATEGIC DIRECTION 2024-2027
Strategic Priority: 4 - Optimizing & Streamlining Our Resources
Goal: 4b - Leveraging innovation & technological advancements for improved function and efficiency
Objective: 4c - Ensure fiscal scrutiny and accountability practices in all decision making

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ACTION: For Information

BACKGROUND:

As part of routine reporting, Board Staff provide monthly updates on activities throughout the month that have occurred since the last Meeting of the Board.

CURRENT SITUATION:
Since the October 21, 2026, meeting, Board Staff Executive Director has officially commenced duties and has been engaged in a number of activities:

- Organizational on-boarding for administrative tasks
- Ongoing labour relations matters
- Registration for CSPA Training
- Office re-location and set up
- Deputy Chief Recruitment
- Training and education on police oversight
- Review of Collective Bargaining Agreements
- Preparing for Board transition
- Orientation and training for new board members
- Communicating and arranging upcoming events with Board Members

SUBJECT: Report from the Board Executive Director

- October Board Meeting follow-up
- Liaising and information-sharing with Big 12 Staff
- November Board meeting preparation
- Assist with and respond to day-to-day inquiries

15 PUBLIC

CHIEF OF POLICE REPORT

GREATER SUDBURY POLICE SERVICE BOARD

November 2026

COMMUNITY SAFETY & WELL–BEING

Barry Ornella

Inspector

COMMUNITY MOBILIZATION SECTION (CMS)

Downtown Open-Air Drug Use Initiative

From October 26 – 30, the Community Response Unit partook in an initiative that focused on reducing open-air drug use in the downtown core. During this initiative officers achieved the following:

- **41** Arrest Warrants executed
- **14** arrests for Possession of Controlled Substances
- **18** referrals to community support agencies (**8** referrals accepted)
- **1** adult diversion (in lieu of criminal charges)
- **11.2** grams of Fentanyl seized
- **12** controlled substance pills seized
- **8** calls for service responses
- **2** calls for service related to encampments

Halloween Liquor Licence Inspections

On Halloween night, CRU and the Alcohol and Gaming Corporation of Ontario (AGCO) conducted joint liquor inspections at **7** licensed establishments in the downtown core and maintained a visible police presence during bar hours. All establishments were found to be in compliance.

Enhanced Mobile Crisis Response and Rapid Response Team (EMCRRT)

The EMCRRT team responded to **88** calls for service relating to mental health throughout October.

Rapid Mobilization Table Officer (RMT)

The RMT received **29** community referrals during the month of October.

COMMUNITY ENGAGEMENT SECTION (CES)

P.A.R.T.Y Program (Prevent Alcohol and Risk-related Trauma in Youth)

The P.A.R.T.Y Program is a collaborative initiative between Health Sciences North (HSN) and the Greater Sudbury Police Service (GSPS) that aims to educate youth about the potentially life-altering consequences of impaired driving and other high-risk behaviors. During the program held on October 1, 2026, secondary school students spent the day at HSN where they gained firsthand exposure to the continuum of trauma

care, including Emergency Department and Intensive Care Unit operations, and learned about the physical, emotional, and social impacts of serious injury resulting from motor vehicle collisions. GSPS contributed by providing presentations on road safety, impaired driving, and the criminal consequences associated with at-risk driving behaviors, helping students make informed and responsible decisions as new drivers.

Intercultural Ride-Along

On October 22, 2026, the Intercultural Ride-Along Orientation took place. The program is a partnership between the Greater Sudbury Police Service (GSPS), Laurentian University, Cambrian College, Collège Boréal, and YMCA Newcomer Services, and provides participants with a unique opportunity to gain first-hand insight into policing and public safety. Celebrating its 10th year, the program connects newcomers and students with police officers and police professionals through officer ride-along and job tours fostering meaningful dialogue, cultural understanding, and positive relationships.

Headstrong Summit

The Headstrong Summit is an annual youth mental health event hosted collaboratively by local school boards. This event educates students about mental health, promotes positive coping strategies, builds resilience, and encourages help-seeking behaviors through presentations, workshops, and interactive activities. Students learn about mental wellness, healthy relationships, and the community supports available to them. The Headstrong Summit also helps reduce the stigma surrounding mental health by fostering open conversations among youth, educators, and community partners.

On October 2, 2026, the Greater Sudbury Police Service participated in this year's event to support mental health awareness, highlighting that mental health challenges can affect anyone, including first responders, and strengthen positive relationships between police and youth. Through meaningful engagement and discussion, officers encouraged conversations about mental wellness, resilience, and accessing support when needed.

Indigenous Liaison Office (ILO)

Recognizing Elder Jim Eshkawkogan

On October 4, the Greater Sudbury Police Service honored Elder Jim Eshkawkegan at a ceremony held at College Boreal. Jim has been a long-time valued community partner to the Service, having served on the Indigenous Advisory Committee (IAC) for over 27 years. We wish to thank Jim for his years of dedication and friendship towards GSPS to help us betters serve our Indigenous community.

Citizens on Patrol (COP)

In the month of October, COP volunteers conducted a total of **19** community patrols, **85** focused patrols in areas impacted by social disorder, and attended **6** community events. Additionally, the COP volunteers conducted **2** door-to-door canvasses to businesses in the Flour Mill to provide education and promote the CamSafe Program.

COURTS BRANCH

Out-of-Town Youth Prisoner Escorts

In the month of October, Special Constables performed **3** out-of-town escorts for persons remanded to a youth detention centre, which included **1** transport to Sault Ste Marie and **2** to Thunder Bay.

PATROL OPERATIONS & EMERGENCY COMMUNICATIONS

Chris Brown & Andrea Savage

Inspector / Manager

911 EMERGENCY COMMUNICATIONS CENTER (911-ECC)

Calls Received by the 911-ECC:

October 2026	Total
911 Calls	6,950
Direct Fire Line	1,256
Non-Emergency Line	8,811
Direct Police Line	1.252
TOTAL Calls :	**18,269**

Throughout October, the 911-ECC received **65** Priority 1 calls for service, and **806** Priority 2 calls for service. The total number of calls for service was **4,957**.

Ambulance Assistance Calls for Service – October:

Year	Overall	Daily Average	Average Time (min.) Spent*
2024	149	4.8	89.4
2025	155	5	90.9
2026	169	5.45	89.9

**Note: time includes travel time to scene and time on scene.*

Ambulance Assistance Calls for Service Analysis: October 2026

Category	Count	%
Potential for violence	16	9%
Might be uncooperative	2	1%
EMS staging / Waiting for police	24	14%
Aggressive	17	10%
Uncooperative	19	11%

Mental health related*	31	18%
MHA Apprehension	*5*	16%
Intoxicated	14	8%
Non-fatal overdose	9	5%
Medical alarm	22	13%
Elderly patients	13	8%
Youth patients	8	5%
Investigative+	52	31%

*Mental health related includes incidents involving self-harm, suicidal comments, and apprehensions under the Mental Health Act.

+Investigative includes incidents like required police involvement, such as Intimate Partner Violence, Sudden Deaths, allegations of child abuse, and mental health incidents requiring an apprehension.

E PLATOON – POLICE REPORTING CENTER (PRC)

Officers assigned to E Platoon contribute significantly to service delivery effectiveness and operational efficiency by providing alternative response options for low-threshold calls for service. This alternative service delivery model diverts a substantial number of incidents away from front-line emergency response to our Police Reporting Center, reserving emergency patrol resources for higher-priority service. Online and alternative reporting fulfills an essential and strategically important function within our Service in both effective resource management and service delivery within our large jurisdictional radius.

E Platoon is currently staffed by 16 members – 13 sworn police officers and 3 Community Safety Personnel (CSPs). Triaged incidents are sent to E Platoon for dispatch and/or further investigation, diverting calls away from front-line Patrol members.

E Platoon Statistics

- **Virtual Choice Reporting (VCR) Platform:** The platform was used to engage in **10** incidents.
- **Online Reporting – Rubicon: 1,357** reports
- **Alternative Reporting: 179** reports

PATROL OPERATIONS

Patrol Statistics – October:

- Criminal Code Charges Laid: **724**

- Highway Traffic Act Charges: **87**
- Impaired Driving: **34**

Noteworthy Incidents:

Possession of Drugs

- **Situation:** On October 1, 2026, at 11:17 a.m., Patrol members attended an address in the Donovan to assist a Children's Aid Society (CAS) worker checking on the wellbeing of children.

- **Response:** When officers entered the home, they observed a large quantity of what appeared to be cocaine and a large bundle of cash.

- **Results:** The occupants of the home were arrested for Possession for the Purpose of Trafficking and other offences. A search warrant was then sought and executed by Patrol members. The subsequent search located **cocaine** with an estimated value of **$50,000** and a large amount of cash.

Home Invasion / Weapons Complaints / Lost ATV Riders

In the evening and overnight hours of October 11, 2026, Patrol members attended the following calls for service:

Home Invasion

Situation: Officers attended a scene in New Sudbury in which 3 armed suspects attempted to enter a private residence.

Response: Upon arriving, the victim was located with serious injuries. The scene was held while a search warrant was sought to enable further investigation.

Results: The victim was uncooperative with police. It was later determined that the injuries were caused by their attempt to flee the residence – not by the suspects.

Weapons Complaint - Firearm

Situation: Officers attended a downtown residence to investigate an incident involving a firearm. The victim alleged that the suspect pointed a firearm at him.

Response: Patrol secured the scene, contained the address, and arrested the involved individuals.

Results: A subsequent search warrant was written by CID and a firearm was located inside the residence.

Weapons Complaint

Situation: Officers responded to Energy Court to investigate an assault in progress. The victim was attacked by two individuals and suffered a broken leg.

Response: The scene was held, processed, and an investigation conducted.

Results: The suspects were identified and a warrant was sought for their arrest.

Lost ATV Riders

Situation: Officers attended the area of Fairbanks Lake to aid ATV riders with a broken-down vehicle.

Response: The Integrated Traffic Safety Unit (ITSU) assisted in addition to EMS Argo operators.

Results: The ATV riders were located and removed from the bush.

CRIMINAL INVESTIGATIONS DIVISION

Jerry Willmott
Inspector

MAJOR CRIME & INTEGRATED CRIME SECTIONS

Jury Conviction Secured in Homicide Investigation

Situation: In August 2023, Greater Sudbury Police responded to a fatal shooting on Louis Street that claimed the life of a 24-year-old male. The investigation involved complex forensic evidence, numerous witness statements, surveillance footage, and identification of the offender. Investigators maintained close coordination with Crown counsel throughout the investigation and subsequent jury trial.

Response: The Criminal Investigations Division (CID) led the homicide investigation with support from various Divisions. Investigators identified, arrested, and charged the offender, collected and preserved evidence, and supported the prosecution through detailed disclosure, witness management, and trial preparation. The prosecution presented eyewitness testimony, forensic firearms evidence, and surveillance footage, addressing significant evidentiary and legal challenges throughout the jury trial.

Outcome: In October 2026, a jury found the accused guilty of Second-Degree Murder and Possession of a Prohibited Weapon following approximately three hours of deliberation. The conviction holds the offender accountable and provides a measure of justice for the victim's family and the community. The outcome reflects coordinated investigative and prosecutorial efforts, with contributions from investigators, forensic specialists, intelligence personnel, frontline officers, police professionals, and Crown counsel.

Violent Offender Apprehended Following Serious Stabbing Investigation

Situation: In October 2026, investigators responded to a serious stabbing at Energy Court that resulted in a victim sustaining significant injuries requiring emergency medical treatment. An investigation was initiated to identify and locate the individual believed to be responsible.

Response: Investigators conducted an extensive investigation involving evidence collection, witness interviews, suspect identification, and coordinated efforts to locate the accused. On October 6, 2026, officers successfully located and arrested the suspect without incident. The accused was taken into custody and held for a bail hearing.

Outcome: The accused was charged with Assault Causing Bodily Harm and additional weapons-related offences. The successful apprehension removed a violent offender from the community and reduced the ongoing risk to public safety. The outcome demonstrates the effectiveness of coordinated investigative

efforts and the Greater Sudbury Police Service's continued commitment to addressing violent crime and holding offenders accountable.

Patrol and Drug Enforcement Unit (DEU) Collaboration Leads to Significant Drug Seizure

Situation: On October 1, 2026, Patrol Operations officers responding to an Intimate Partner Violence (IPV) investigation located controlled substances in a residence. Two adults were arrested for Possession of Cocaine for the Purpose of Trafficking, and officers secured the residence pending further investigation.

Response: Patrol Operations worked with the DEU who obtained a search warrant under the Controlled Drugs and Substances Act (CDSA). The search resulted in the seizure of approximately **464 grams of cocaine**, **118 grams of fentanyl**, and more than **$10,000** in Canadian currency. The seized drugs had an estimated street value of approximately **$58,000**.

Outcome: Two adults were charged with Possession of a Schedule I Controlled Substance for the Purpose of Trafficking – Cocaine and Possession of Property Obtained by Crime Over $5,000. One individual was also charged with Breach of a Release Order. One accused was held for bail court, while the other was released with a future court date. The investigation demonstrates the value of timely information sharing and coordinated enforcement between Patrol Operations and DEU in disrupting drug trafficking.





Project Meridian – Joint Human Trafficking Enforcement Initiative

Situation: Project Meridian was a Greater Sudbury Police Service-led investigation, supported by the Ontario Provincial Police Provincial Anti-Human Trafficking Unit and the Northeast Region Intelligence-Led Joint Forces Strategy. The operation targeted individuals attempting to exploit a person represented online as being under 18 years of age.

Response: Over two operational days, an undercover officer engaged online respondents and arranged meetings at a Sudbury hotel when the evidence supported enforcement action. Three individuals were arrested, and cellular devices and Canadian currency were seized. Search warrants were prepared for the examination of the seized devices.

Outcome: Three individuals were held for bail hearings and charged with Obtaining Sexual Services for Consideration from a Person Under 18, Luring a Child, and Arrangement to Commit a Sexual Offence Against a Person Under 16. Project Meridian demonstrated excellent coordination between the Greater Sudbury Police Service and the Ontario Provincial Police, particularly in addressing the human trafficking and child-exploitation component of the investigation. The operation reflects the value of intelligence-led enforcement and inter-agency collaboration in protecting vulnerable persons.

$200,000 Cocaine Seizure Disrupts Drug Trafficking Activity

Situation: In the fall of 2026, the Drug Enforcement Unit identified an individual from southern Ontario believed to be involved in distributing illicit drugs.

Response: On October 22, 2026, investigators observed the individual leave Greater Sudbury, travel briefly to southern Ontario, and return northbound on Highway 69. At approximately 9:30 p.m., DEU members, assisted by the Emergency Response Unit (ERU), conducted a traffic stop at Highway 69 and Pioneer Road. The lone occupant was arrested without incident. A search of the individual and vehicle resulted in the seizure of approximately **2,000 grams of cocaine** packaged in two one-kilogram bricks, **two 3 mg hydromorphone pills**, and **$2,925** in Canadian currency. The estimated street value of the seized drugs is approximately **$200,000**.

Outcome: The accused was held in custody pending a show cause hearing on October 23, 2026. As the accused has no ties to Greater Sudbury, police requested a condition prohibiting their return to Sudbury except for court purposes. Charges include Possession for the Purpose of Trafficking a Schedule I Substance – Cocaine; Possession of a Schedule I Substance – Hydromorphone; and Possession of Property Obtained by Crime.

Targeted Enforcement at Sudbury Housing Property

Situation: The Drug Enforcement Unit (DEU) conducted an investigation into suspected drug trafficking activity at a Sudbury Housing property on Lasalle Boulevard. The investigation identified ongoing concerns associated with the residence and resulted in grounds being established for a search warrant.

Response: DEU, with assistance from Tactical and K9, arrested the target after he returned to Sudbury from Toronto. A search warrant was subsequently executed at the residence, where the target and three additional individuals were arrested. Two individuals were later released unconditionally. The search resulted in the seizure of approximately 28 grams of MDMA, 21 hydromorphone pills, 0.20 grams of fentanyl, cutting agents, scales, multiple cellular phones and approximately $1,650 in cash.

Outcome: Two individuals were held for bail, with both also wanted on outstanding matters. Drug trafficking-related charges were laid as a result of the investigation. Although the quantity of drugs seized was smaller than in some recent enforcement operations, the investigation disrupted suspected drug activity at an identified problem location within Sudbury Housing. The coordinated response by DEU, Tactical and K9 addressed community concerns and is expected to have a positive impact on the surrounding neighbourhood.

Online Child Luring Investigation Leads to Two Arrests

Situation: In March 2026, the Greater Sudbury Police Service Internet Child Exploitation (ICE) Unit launched an undercover online investigation targeting individuals believed to be using the internet to communicate with and lure youth. The investigation identified two individuals from Southern Ontario and required coordination with several policing partners across the province.

Response: In September 2026, members of the GSPS ICE Unit, assisted by the Waterloo Regional Police Service Internet Child Exploitation Unit, arrested the first individual in connection with the investigation. In October 2026, members of the GSPS ICE Unit and Computer Forensic Unit, working with Peel Regional Police and the Ontario Provincial Police, executed a search warrant in Hanover, Ontario. An Electronic Storage Detection K9 assisted with the search and located several electronic devices, which were seized for further examination.

Outcome: The investigation resulted in two individuals being arrested and charged. The first individual was charged with two counts of Luring a Person Under the Age of 16 Years and remains in custody. The second individual was charged with two counts of Luring a Person Under the Age of 16 Years and Making Sexually Explicit Material Available to a Child. The second individual was subsequently released through the judicial process. The investigation highlights the value of specialized investigative techniques and strong partnerships between police services in identifying individuals who pose a risk to youth online.

DEU STRIKES: Trafficking Investigation Leads to Drug and Cash Seizure

Situation: On October 28, 2026, the Greater Sudbury Police Service Drug Enforcement Unit concluded a drug trafficking investigation in New Sudbury.

Response: With assistance from the Emergency Response Unit and K-9 Unit, officers executed a search warrant under the *Controlled Drugs and Substances Act*. Five individuals were taken into custody. The investigation resulted in the seizure of approximately **27 grams of MDMA**, **twenty-one 2 mg hydromorphone tablets**, approximately **0.5 grams of fentanyl**, two cell phones, and approximately **$1,650** in cash. The estimated street value of the seized drugs was **$3,000**. The investigation was conducted in collaboration with the Ontario Provincial Police-led Provincial Guns and Gangs Enforcement Team.

Outcome: Three individuals were released unconditionally, while a fourth was held in custody on outstanding warrants. A fifth individual was held for bail court and charged with two counts of Possession of

a Schedule I Substance for the Purpose of Trafficking and Possession of Property Obtained by Crime Under $5,000.

BEAR Unit Arrests Two Individuals Following Downtown Commercial Break and Enter

Situation: At approximately 3:00 a.m. on October 26, 2026, multiple individuals forced entry into a business on Cedar Street and stole approximately $20,000 worth of property.

Response: As part of the ongoing investigation, detectives from the BEAR Unit obtained and executed a search warrant at a Frood Road residence on October 28, 2026. During the search, officers recovered property believed to have been stolen during the break and enter. Officers also seized suspected **cocaine, fentanyl, clonazepam, hydromorphone, and oxycodone** with an estimated street value of **$3,280**, along with drug-trafficking paraphernalia, a significant quantity of cash, and a **firearm**.

Outcome: A 41-year-old Greater Sudbury man was arrested and charged with two counts of Possession of Property Obtained by Crime over $5,000, five counts of Possession of a Schedule I Substance for the Purpose of Trafficking, Unauthorized Possession of a Firearm, and Failing to Comply with a Release Order. The investigation remains ongoing.



INTEGRATED OPERATIONS

Doug Ward

Acting Inspector

OVERVIEW

During October, the Integrated Operations Division maintained a sustained operational tempo with continued emphasis on traffic safety priorities, impaired-driving enforcement, tactical readiness, and coordinated support to frontline and investigative units.

The reporting period included three fatal motor vehicle collision investigations, continued enforcement of high-risk driving behaviors, multiple *Controlled Drugs and Substances Act* (CDSA) warrant executions and High-Risk Vehicle Stops targeting cocaine and fentanyl trafficking networks, and sustained ERU/K9 support to high-risk and priority incidents.

This work aligns with the Service's Strategic Direction through visible policing, focused enforcement, inter-agency collaboration, and operational readiness that supports community safety and risk mitigation.

INTEGRATED TRAFFIC SAFETY UNIT (ITSU) – TRAFFIC MANAGEMENT UNIT & SPECIALIZED ENFORCEMENT UNIT (SEU)

Enforcement Activity & Statistics - October

- ✓ ITSU issued **122** Provincial Offence Notices including **57** Part III summonses. Year-to-date, TMU has laid **2,229** charges under the *Provincial Offences Act* (POA).
- ✓ The Unit investigated **3** fatal motor vehicle collisions (MVCs) and **3** serious personal injury MVCs.
- ✓ ITSU members deployed the Remotely Piloted Aircraft System (RPAS) for **6** incidents.
- ✓ **11** Stunt Driving charges were laid. All charges were laid in 60 km/hr. zones.
- ✓ A total of **22** drivers were charged with impaired by drugs / over 80 service-wide – **14** alcohol and **6** drug-impaired arrests. **9** Approved Screening Device (ASD), **4** Standard Field Sobriety Tests (SFST), and **6** Drug Recognition Exams (DRE) were conducted. A total of **34** charges were laid in relation to these incidents. (See chart below).

Total Charges: October 2026

Charge Name	Count
CC 320.14(1)(a) Operation while impaired - alcohol and drugs	**19**
CC 320.14(1)(b) Operation while impaired - blood alcohol concentration (80 plus)	**14**
CC 320.15(1) Failure or refusal to comply with demand	**1**
Grand Total	**34**

Initiatives

School Bus Safety

School bus safety continues to be a road-safety priority for the Greater Sudbury Police Service. During October, ITSU's targeted School Bus Safety Week initiative resulted in **5** charges for failing to stop for a school bus.

Police also received **56** school bus violation complaints, resulting in **4** additional charges. Where enforcement was not possible because the driver could not be identified or the limitation period had expired, GSPS notified the registered owner of the complaint involving their vehicle.

School Bus Stop-Arm Camera Pilot

The School Bus Stop-Arm Camera Pilot currently operating on 15 buses continues to capture violations. Of **60** reports submitted to police, **56** were accepted for enforcement follow-up, an acceptance rate of approximately **93%**. Operators also identified **380** suspected violations that could not be submitted, primarily because the available evidence or license-plate information was insufficient for enforcement purposes.

The pilot demonstrates the potential effectiveness of stop-arm camera technology while also identifying opportunities to improve evidence collection and administrative efficiency. Continued evaluation, standardized evidence requirements, targeted ITSU enforcement, and consideration of an automated registered-owner enforcement framework are recommended.

Road Safety Enforcement

The Greater Sudbury Police Service launched its Road Safety Enforcement Initiative on October 18, 2026, with dedicated officers conducting targeted enforcement in high-priority areas across the city. During the first two weeks of the initiative, from October 18 to October 31, 2026, officers conducted focused enforcement activities aimed at addressing dangerous driving behaviours and improving road safety throughout Greater Sudbury.

The initiative was established through funding provided by the City of Greater Sudbury through Ontario's Road Safety Initiatives Fund. On May 19, 2026, city council members unanimously approved allocating $500,000 to support enhanced traffic enforcement in high-priority and high-complaint areas across Greater Sudbury. The one-year initiative will run from October 2026 through October 2027, providing opportunities for officers to work dedicated traffic enforcement shifts outside of their regular schedules.

As part of the initiative, up to two officers per day are dedicated exclusively to road safety enforcement, contributing between 6 and 24 hours of focused enforcement daily. Enforcement efforts are being conducted at **89** locations throughout Greater Sudbury, identified through analysis of previous Automated Speed Enforcement zones, community traffic complaints, and concerns reported through online reporting.

The initiative is focused on addressing traffic behaviours and offences that pose significant risks to public safety, including speeding, distracted driving, seatbelt compliance, school bus violations, fail-to-stop offences, and other Highway Traffic Act violations.

During the first two weeks of enforcement, officers:

- ✓ Issued **238** Provincial Offence Notices:
  - **127** for speeding
  - **36** for fail to stop at stop signs
  - **13** for driving without a valid driver's license
  - Additional charges related to license plates, vehicle documentation, and other Highway Traffic Act offences
- ✓ Issued **67** warnings
- ✓ Conducted **50** Mandatory Alcohol Screenings (MAS)

The initiative was developed to enhance proactive traffic enforcement through an intelligence-led approach that combines community feedback with traffic and enforcement data. Information submitted through online reporting, historical enforcement trends, previous Automated Speed Enforcement locations, and other operational intelligence are used to identify emerging concerns and ensure enforcement resources are deployed where they can have the greatest impact on road safety.

Road safety remains a shared responsibility. Through a combination of education, enforcement, and community engagement, the Greater Sudbury Police Service remains committed to reducing dangerous driving behaviours and improving safety for everyone.

EMERGENCY RESPONSE UNIT (ERU)

October Statistics:

Operational Activity	Count
Calls for Service	**195**
K9 Requests	**11**
Focused Patrols	**4**
Search Warrants	**2**
High-risk Vehicle Stops (HRVS)	**2**
TEMS (Tactical Emergency Medics) Deployments	**4**
Requests for Assistance from Investigative Units	**4**
Significant Tactical Incidents	**4**

Incidents of Interest:

CDSA Warrants – Drug Enforcement Unit

ERU executed search warrant targeting cocaine and fentanyl trafficking networks. Significant quantities of drugs and cash were seized during October operations.

DEU Assist – High-risk Vehicle Stops

ERU supported the DEU in October with the execution of two planned high-risk vehicle stops resulting in 2 occupants being taken into custody. **A handgun with ammunition, cash, and 1 kg of cocaine** were seized in the first stop. The second stop resulted in the seizure of **2 kg of cocaine**.

BEAR Assist – Criminal Code Warrant

ERU executed a search warrant assisting the Break, Enter, and Robbery Unit (BEAR). The male target along with 5 others were taken into custody and a **large amount of stolen property, drugs, and a firearm** were seized.

Tactical Emergency Medics (TEMS)

Four TEMS deployments were completed during the reporting period, primarily associated with high-risk warrant execution and tactical operations.

K9 UNIT

The K9 Unit had **11** deployments and supported ERU, Investigative Units, and Patrol through high-risk warrant containment, HRVS operations, mental health-related tracks, and investigative follow-up.

Incidents of Interest:

Patrol Assist – Assault

Patrol requested K9 for a male party who fled the scene from an assault. The K9 Unit located evidence discarded by the fleeing suspect during a track. The male party was arrested by patrol officers during the track by officers on containment.

DEU Assist – HRVS

K9 / ERU supported DEU in October with two planned high-risk stops. Three occupants were taken into custody in the vehicles. A large amount of drugs, cash, and a loaded handgun with ammunition were seized.

CDSA / Criminal Code (CC) Warrants

K9 / ERU assisted with several CDSA & CC search warrants assisting various GSPS Specialty Units.

Feeney Warrant – Assault

Containment support was provided. The subject was arrested.

HRVS / CDSA Operations

Assisted with a vehicle stop and residence search warrant where subjects were taken into custody.

K9 integration continues to enhance containment capability and officer safety during high-risk operations.

Initiatives

ERU participated in the annual Superheroes for Little Heroes fundraiser on Oct 28. The event was very well attended and raised over $35,000 for HSN.

Community Engagement

Traffic safety initiatives, trail enforcement, and coordinated operations with provincial enforcement partners continue to support a visible and proactive policing presence. These efforts remain aligned with community safety priorities, with targeted enforcement directed toward roadway risk and drug-related activity.

Conclusion

October was characterized by sustained Integrated Operations readiness and proactive enforcement across traffic safety, impaired driving, drug enforcement, and tactical response. ITSU maintained visible roadway enforcement and collision response, while ERU and K9 provided coordinated support to high-risk investigations and violent incidents. Significant drug seizures and arrests were achieved, and tactical incidents involving weapons and mental health-related concerns were resolved safely.

Overall, the Division's activities remained aligned with strategic priorities of prevention, enforcement, officer safety, and community risk reduction.

CORPORATE COMMUNICATIONS

Kaitlyn Dunn

Supervisor

Women's History Month – October



October is Women's History Month, a time to celebrate the outstanding achievements of women throughout Canada's history and present day. This month, we recognize the women of GSPS, both Sworn and Civilian, who dedicate themselves to community safety and well-being and help make our police service stronger every day.

This year's theme, "Women at Work: Economic Growth Past, Present and Future," highlights the vital contributions women have made, continue to make, and will make to Canada's workforce, economy, and communities. It recognizes the leadership, innovation, resilience, and determination of women across all sectors and professions.

At the Greater Sudbury Police Service, women play an essential role in every area of our organization. Whether serving on the front lines, supporting operations behind the scenes, leading teams, or providing specialized expertise, their dedication helps strengthen our service and enhance public safety.

The Greater Sudbury Police Service is committed to serving the City of Greater Sudbury through our RICH values of Respect, Inclusivity, Courage and Honesty.

Thank you to the women of GSPS, past and present, and to all women whose contributions continue to make Sudbury a safe, welcoming, and vibrant place to live, work, and play.

Canadian Youth Road Safety Week

From October 19-25, we're recognizing Canadian Youth Road Safety Week, a national campaign focused on empowering young people to help build safer roads for everyone.

This year's theme, "Young Voices, Bold Ideas for **#OurFutureRoads**," highlights the important role youth play in shaping safer, more accessible communities.

🚸Youth are among the most vulnerable road users. Whether driving, cycling, walking, riding transit, or travelling as passengers, they face unique risks on our roads.

Some common factors that contribute to collisions include:

📱Distracted driving

⚡Speeding and other risky behaviours

🫂Peer pressure

🚗Limited driving experience

The good news? Youth are also part of the solution. Their ideas, experiences, and leadership can help create safer streets for everyone.

✅Buckle up on every trip

✅Put your phone away while driving

✅Follow posted speed limits

✅Drive sober and never ride with an impaired driver

✅Stay alert and watch for others on the road

Together, we can help create safer roads for current and future generations.

Recruitment reel – 267,000 views

👀Notice anything?

We're looking for people who pay attention to the details, step up when it matters, and are ready to make a difference in their community.

🚔Join GSPS. Apply today.

Intercultural Ride Along and Job Shadowing Program Launch

A milestone year for this program, the orientation brought together international newcomers from around the world for an evening focused on connection, learning, and community.

For the past decade, this initiative has helped break down barriers, build positive relationships, and strengthen understanding between newcomers and the Greater Sudbury Police Service. Each participant was paired with a GSPS officer for an upcoming ride-along experience.

During the orientation, participants learned about the role of emergency services in Ontario, traffic laws, and driving, cycling, and pedestrian safety. They also received information about volunteer and career opportunities within the GSPS. Members of our Diversity Advisory Committee shared their personal experiences and insights about living in Greater Sudbury and building relationships within our community.

The evening concluded with an opportunity to tour police vehicles and learn more about policing and public safety.

Moving to a new country comes with many challenges, including navigating new systems, laws, and communities. Through programs like this, we hope to foster meaningful connections, build trust, and demonstrate that our members are here to serve, support, and keep our community safe.

School Bus Safety reel – 131,000 views

Members of the GSPS Integrated Traffic Safety Unit (ITSU) conducted enforcement and education initiatives as part of School Bus Safety Week.

While the campaign may be over, school bus safety is a responsibility that continues every day. When a school bus activates its flashing red lights and stop arm, drivers must stop. Failing to do so puts children at risk and can result in significant fines and penalties.

In this case, officers observed a driver fail to stop for a school bus. The driver was subsequently stopped and issued a $490 ticket. 💵

🚍Slow down. Stay alert. Stop for school buses.

The few seconds you save are never worth risking a child's safety.

National Truth and Reconciliation Day Colouring Contest





Cst. Guertin and Eugenia Eshkawkogan from our Indigenous Liaison Office visited Holy Cross Catholic Elementary School to present awards and prizes to the seven students who won the National Day for Truth and Reconciliation "Seven Grandfathers" Colouring Contest.

The contest provided an opportunity for students to learn about and reflect on the Seven Grandfather Teachings: Wisdom, Love, Respect, Bravery, Honesty, Humility, and Truth.

Through their creativity and participation, these young people demonstrated a meaningful connection to the values that help build strong, respectful, and inclusive communities.

We would like to congratulate all of the winners and thank every student who participated. Your artwork helped honour the spirit of the National Day for Truth and Reconciliation while fostering learning, reflection, and understanding.

- 🧡 Miigwetch to Holy Cross Catholic Elementary School for supporting this important initiative and helping engage youth in meaningful conversations about Truth and Reconciliation.

Superheroes for Little Heroes

Members of the Greater Sudbury Police Service Emergency Response Unit suited up as superheroes and rappelled down HSN's south tower, bringing smiles, excitement, and encouragement to children and families in the pediatric unit, NICU, and throughout the hospital. 🏥✨



This incredible community event not only raised over $38,000 in support of pediatric care through the Health Sciences North Foundation, but also reminded young patients that they have an entire community cheering them on every step of the way. 💙👩‍👧

A special thank you to HOT 93.5 for helping make the event a success and keeping the energy high throughout the evening! 🎉🎙️

🎥👩‍🎤Stay tuned for a special video showcasing some of the heroic moments, smiles, and community spirit from this year's event! ✨

- 💙 Together, we can help make a difference for local children and families.

Crime Prevention Week – Rapid Mobilization Table

Did you know the Rapid Mobilization Table (RMT) brings together local service providers, community agencies, and organizations to help individuals facing an elevated risk of harm before a crisis escalates?



Through Community Mobilization Sudbury (CMS), representatives from partner agencies, including the Greater Sudbury Police Service, meet regularly to identify situations where coordinated support may be needed. By connecting individuals with appropriate services and resources, such as housing, mental health supports, addiction services, cultural programs, and social services, partners can help address immediate risks and improve long-term outcomes.

The strength of the RMT lies in collaboration. Agencies work together to provide timely, coordinated support, ensuring people receive the right help at the right time while promoting community safety and well-being.

As part of Crime Prevention Week, we spent time learning firsthand how community partners work together through the Rapid Mobilization Table to support individuals facing elevated risks. By connecting people with the right services at the right time, these partnerships help improve outcomes and strengthen community safety and well-being.

We also had the opportunity to meet with representatives from a few of the many organizations that make up the Rapid Mobilization Table - The Go-Give Project, City of Greater Sudbury - Client Navigators and Canadian Mental Health Association Sudbury/Manitoulin.

Together, these partners work to identify risks early, connect individuals with supports, and help build a safer, healthier community for everyone. 🤝💙

Member Recognition and Welcome Ceremony

The evening celebrated:

🔷A promotional milestone within our Service

🔷Warm welcomes to our newest recruits, including 11 new Constables and 6 new Special Constables

🔷A special recognition presented to Elder Jim Eshkawkegan in honour of his leadership, guidance, and dedicated service through the Indigenous Advisory Committee.



The ceremony provided an opportunity to reflect on the professionalism and dedication demonstrated by our members and community partners, while also celebrating those beginning their careers with the Greater Sudbury Police Service.

We are proud to recognize the individuals whose contributions help make our organization and community stronger every day, and we look forward to the positive impact our newest members will have as they begin their policing careers.

To all those recognized throughout the evening, thank you for your dedication, leadership, and commitment to serving our community. 💙

Safe Ride Home Sudbury Launch

The Greater Sudbury Police Service is proud to continue its longstanding partnership with Safe Ride Home Sudbury, a volunteer-driven program that has helped thousands of Sudburians get themselves, and their vehicles, home safely during the holiday season for more than 25 years.

As festive season celebrations begin, we encourage everyone to plan ahead before consuming alcohol or drugs. Whether it's a designated driver, taxi, rideshare, public transit, or Safe Ride Home Sudbury, having a safe ride home can save lives.



Through our annual Festive RIDE Campaign and our new Road Safety Enforcement Initiative, community members can expect increased impaired driving enforcement throughout November and December, including more RIDE spot checks and proactive traffic enforcement.

Together with community partners like Safe Ride Home Sudbury, we're working to keep our roads safe this holiday season.

Plan ahead.

Never drive impaired.

Get home safe.

Fire & Ice Calendar in Support of NOFCC

When you can't compete with topless firefighters, you bring out the big dogs… and cats… and even a rooster. 🐶🐱🐓



The 2027 Northern Ontario Families of Children with Cancer (NOFCC) Calendar has officially arrived!

This year's calendar features 12 players from the Fire & Ice Charity Hockey Game teams representing Fire, the Sudbury Professional Firefighters Association, and Ice, the Greater Sudbury Police Service, alongside some of their favourite furry (and feathered) companions.

While there may be fewer shirtless firefighters this year, there is no shortage of personality, laughs and community spirit.

Over the past two years, the Fire & Ice Charity Hockey Game has raised more than $67,000 in support of NOFCC, and our players were more than happy to step up once again for this special fundraiser.

Every calendar purchased helps support the Northern Ontario Families of Children with Cancer and the 27 programs they provide to more than 400 families across Northern Ontario navigating a childhood cancer

diagnosis. From tutoring and counselling to tablets and laptops that help children stay connected with family, friends and school, NOFCC is there when families need them most.

Their programs also provide emergency financial assistance, travel support, fertility preservation, recreational opportunities and bursaries that make a meaningful difference in the lives of local families.

📆Order your 2027 NOFCC Calendar here: **https://nofcc.ca/calendar-fundraiser/**

Each calendar will be $20 or $25 (with shipping).

Together, we can continue making a difference for Northern Ontario families facing one of life's most difficult challenges. ❤️

Also, mark your calendar (it already is if you purchase one) because Fire & Ice returns to the Sudbury Arena on January 29, 2027. 🔥🧊🏒

Remembrance Day

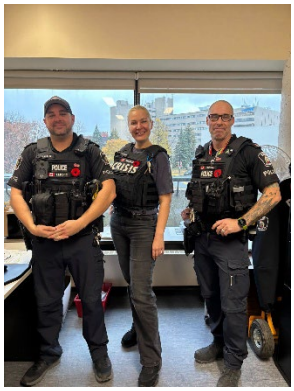
Members of the Greater Sudbury Police Service joined veterans, service members, community partners, and residents at the Civic Remembrance Day Service at the Sudbury Community Arena and the wreath-laying ceremony at Memorial Park to honour the courage, sacrifice, and service of those who have served Canada.



As we pause to reflect, we remember those who made the ultimate sacrifice, those who returned forever changed by their service, and the families whose support and strength have endured through times of conflict and peace.

Remembrance Day is an opportunity to express our gratitude for the freedoms we enjoy and to reflect on the lasting legacy of those who came before us. Their service and sacrifice will never be forgotten.

Lest we forget.



Community Profile – Enhanced Mobile Crisis Rapid Response Team

💙Behind every partnership is a shared commitment to helping those in need.

The Enhanced Mobile Crisis Rapid Response Team (EMCRRT) is a partnership between the Greater Sudbury Police Service, CMHA Sudbury/Manitoulin, and Health Sciences North. Together, a police officer and a mental health and addictions clinician respond to individuals experiencing mental health and/or substance use crises, providing support, assessments, de-escalation, and connections to community resources.

From collaborating with partner agencies to connecting vulnerable individuals with available supports, EMCRRT plays an important role in promoting community safety and well-being through a compassionate, coordinated approach.

Thank you to our EMCRRT members and community partners for the difference you make in our community every day. 💙

Legends vs the Law in Support of NOFCC



Members of the Greater Sudbury Police Service Emergency Response Unit (ERU) took to the ice against the Toronto Maple Leafs Alumni in support of Northern Ontario Families of Children with Cancer, presented by Devla Properties

While our ERU members put up a hard-fought battle, the Maple Leafs Alumni showed they're still deserving of the "Legends" title, skating away with a 15-6 victory.

More importantly, the evening brought together players, sponsors, volunteers, families, and community members in support of a cause that makes a meaningful difference for families across Northern Ontario.

Thank you to all the volunteers, sponsors, and everyone who came out to cheer, connect, and support this incredible event. Your generosity and community spirit helped make the evening a tremendous success.

- 📽️🏒Stay tuned for a special video highlighting some of the memorable moments, community spirit, and on-ice action from an unforgettable night.

Sudbury Multicultural and Folk Arts Association Gala

Held at the Caruso Club, the evening brought together community leaders, cultural organizations, newcomers, and residents to celebrate the diversity that makes Greater Sudbury such a vibrant and welcoming community.

Through music, dance, cultural performances, and cuisine from around the world, attendees had the opportunity to experience and celebrate the many cultures that contribute to our city's identity.

As part of its ongoing commitment to equity and inclusion, GSPS continues to build partnerships with cultural organizations, offer newcomer outreach programs such as our Intercultural Ride Along & Job Shadow Program, and ensure its services reflect the diversity of the community it serves.

We value opportunities to connect with our diverse communities and remain committed to helping foster a Greater Sudbury where everyone feels welcome, valued, and safe.

Together, we continue building a stronger, more connected community by celebrating the diversity that brings us together. 🌎💙

Tree of Hope Tree Lighting Ceremony



🧡🌲Thank you to everyone who joined us for our 6th Annual MMIWG2S+ Tree of Hope Lighting Ceremony, held in partnership with the N'Swakamok Indigenous Friendship Centre and the Family Information Liaison Unit (FILU).

Together, we gathered in honour and remembrance of Missing and Murdered Indigenous Women, Girls, and 2SLGBTQI+ people, while reaffirming our collective commitment to truth, healing, and justice.

We also recognize the Thunder Bay Police Service and the Thunder Bay community, who launched this meaningful initiative seven years ago. Since then, the Tree of Hope has grown into a province-wide tradition, bringing communities together in solidarity and reflection. Last night, the Greater Sudbury Police Service proudly joined other police services across Ontario in lighting our Tree of Hope as one.

While the Tree of Hope serves as a powerful symbol of remembrance, it is also a call to action. We recognize that meaningful reconciliation requires more than words. It requires ongoing listening, learning, relationship-building, and action. GSPS remains committed to addressing systemic barriers, strengthening partnerships with Indigenous communities, and contributing to safer, more equitable futures for all.

Together with our community and policing partners across Ontario, we continue to light the way forward, guided by hope, healing, and a shared commitment to justice.