

South Bruce OPP Detachment Board AGENDA

*Tuesday, February 3, 2026- 1:00 p.m.
Township of Huron Kinloss Council
Chambers
21 Queen St., Ripley ON*

Pages

1. Call to Order
2. Chair's Announcements
3. Disclosures of Conflict of Interest and/or Pecuniary Interest and General Nature Thereof
4. Approval of Agenda
 - 4.1 February 3, 2026 – Agenda
5. Approval of Past Minutes 3
 - 5.1 November 4, 2025 – Minutes
6. Business from Past Meetings
 - 6.1 Budget – Amendment to Motion - ***Municipal Contribution to the South Bruce OPP Detachment Board***
 - 6.2 Provincial Appointees to the SBODB Board
 - 6.3 IT Equipment for meetings
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 - 7.1 Detachment Commander's Report – Oct through Dec 2025
 - 7.2 Detachment Community Plan Update
8. Correspondence

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9.	Other Business	
10.	Adjournment	
11.	Next Meeting Dates	
	– May 12, 2026 – South Bruce OPP Station, Walkerton	
	– September 1, 2026 – Municipality of Arran-Elderslie	
	– November 3, 2026 – Municipality of Kincardine	

South Bruce OPP Detachment Board

MEETING MINUTES

Tuesday, November 4, 2025, 1:00 p.m.

**Municipality of South Bruce Council Chambers
21 Gordon St. E., Teeswater**

Members Present: Moiken Penner, Municipality of Arran-Elderslie
Tim Elphick, Municipality of Brockton
Don Murray, Municipality of Huron-Kinloss
Nigel Van Dyk, Municipality of South Bruce
Margaret Visser, Community Representative
Joe Dietrich, Community Representative

Members Absent: Stellina Williams, Municipality of Kincardine

Staff Present: Christine Fraser-McDonald, Municipality of Arran-Elderslie
Paula Culbert, Secretary/Treasurer, SBODB

1. Call to Order

Chair Nigel Van Dyk called the meeting to order at 1:03 PM. A Quorum was present.

2. Chair's Announcements

Chair Nigel Van Dyk introduced Paula Culbert, who has recently accepted the position of Secretary/Treasurer for the South Bruce OPP Detachment Board of Directors.

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

None disclosed at this time.

4. Approval of Agenda

4.1 November 4, 2025 – Meeting Agenda

Subsequent to further discussion, the following resolution was passed:

10-2025-04

Moved by: Margaret Visser
Seconded by: Tim Elphick

Be It Resolved that the agenda for the South Bruce OPP Detachment Board Meeting of November 4, 2025 be received and adopted.

Carried

5. Approval of Past Minutes

5.1 September 2, 2025 - Minutes

11-2025-04

There was a question regarding provincial appointees. The Secretary/Treasurer will follow up accordingly.

Be It Resolved that the South Bruce OPP Detachment Board adopt the minutes of the meeting held on September 1, 2025.

Carried

6. Reports

6.1 Detachment Commander's Report

Inspector Wilcox presented his report to the Board.

Subsequent to further discussion, the following resolution was passed:

12-2025-04

Be It Resolved that the South Bruce OPP Detachment Board receives the Detachment Commander's Report.

Moved by: Don Murray
Seconded by: Tim Elphick

Carried

6.2 Detachment Commander's Action Plan

Inspector Wilcox presented Detachment Commander's Action Plan.

Subsequent to further discussion, the following resolution was passed:

13-2025-04

Moved by: Margaret Visser

Seconded by: Joe Dietrich

Be It Resolved that the South Bruce OPP Detachment Board receives the Detachment Commander's Action Plan.

Carried

7. Correspondence

7.1 For Information

Subsequent to further discussion, the following resolution was passed:

14-2025-04

Moved by: Margaret Visser

Seconded by: Joe Dietrich

Be It Resolved that the South Bruce OPP Detachment Board receives, notes, and files correspondence on the Agenda for information purposes.

Carried

7.2 Crime Stoppers of Grey Bruce Inc – Q3 2025

7.3 Detachment Commander's Feedback Process

7.4 Detachment Commander's Feedback Form

It was determined that a subcommittee be struck that will include the Chair and Vice Chair to move the Feedback Form and Feedback Process ahead. The entire Board will be engaged prior to completion and submission.

The following resolution was passed:

15-2025-04

Moved by: Don Murray
Seconded by: Margaret Visser

Carried

8. Adjournment

Be It Resolved that the meeting be adjourned at 2:28 P.M.

9. Next Meeting Dates

- February 3, 2026 – Municipality of Huron-Kinloss
- May 12, 2026 – OPP Detachment Office, Walkerton
- September 1, 2026 - Municipality of Arran-Elderslie
- November 3, 2026 – Municipality of Kincardine

Board Chair

Board Secretary



**Ontario Provincial Police
South Bruce Detachment**

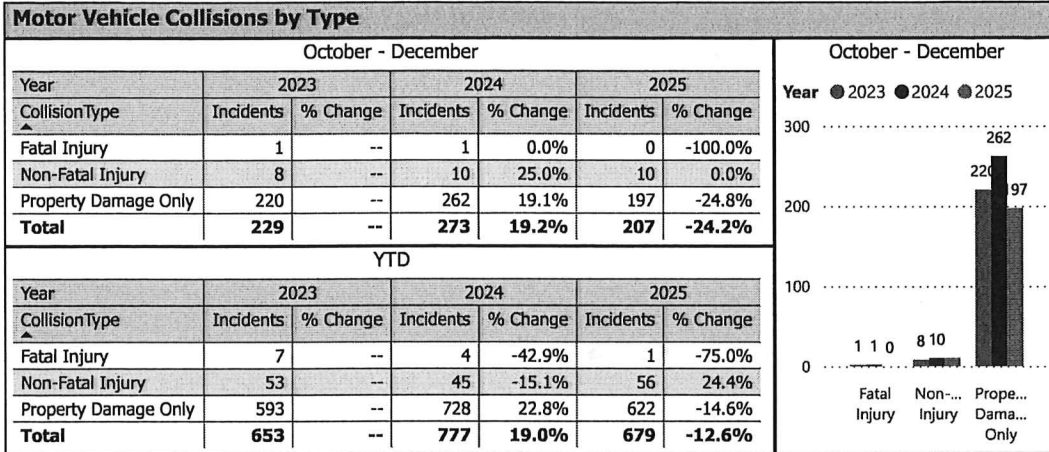
Inspector Keegan Wilcox

**Detachment Commander's Report
South Bruce OPP Detachment Board**

October - December 2025



**OPP Detachment Board Report
Collision Reporting System
October - December 2025**



Data source (Collision Reporting System) date:

28-Jan-2026

Detachment: 61 - SOUTH BRUCE

Location code(s): 6100 - SOUTH BRUCE, 6120 - WALKERTON

Area(s): ALL

Data source date:

28-Jan-2026

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OPP Detachment Board Report
Collision Reporting System
October - December 2025

Fatalities in Detachment Area - Incidents

October - December

Type	Motor Vehicle			Motorized Snow Vehicle			Off-Road Vehicle		
Year	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change
2023	0	1	--	0	0	--	0	0	--
2024	0	1	0.0%	0	0	--	0	0	--
2025	0	0	-100.0%	0	0	--	0	0	--

YTD

Type	Motor Vehicle			Motorized Snow Vehicle			Off-Road Vehicle		
Year	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change
2023	2	6	--	1	1	--	0	0	--
2024	0	4	-33.3%	0	0	-100.0%	0	0	--
2025	0	1	-75.0%	0	0	--	0	0	--

Fatalities in Detachment Area - Persons Killed

October - December

Type	Motor Vehicle		Motorized Snow Vehicle		Off-Road Vehicle	
Year	Persons Killed	% Change	Persons Killed	% Change	Persons Killed	% Change
2023	1	--	0	--	0	--
2024	1	0.0%	0	--	0	--
2025	0	-100.0%	0	--	0	--

YTD

Type	Motor Vehicle		Motorized Snow Vehicle		Off-Road Vehicle	
Year	Persons Killed	% Change	Persons Killed	% Change	Persons Killed	% Change
2023	6	--	1	--	0	--
2024	5	-16.7%	0	-100.0%	0	--
2025	1	-80.0%	0	--	0	--

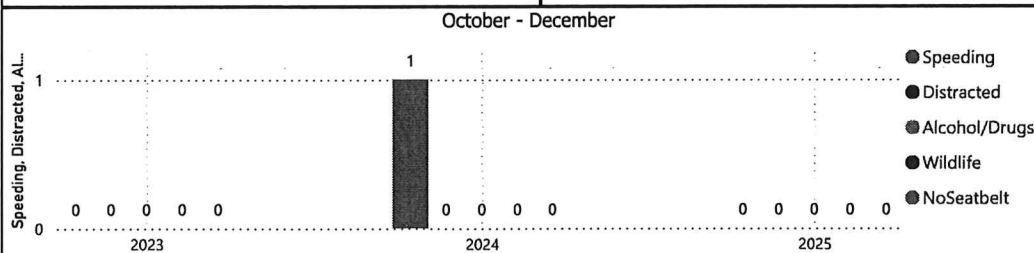
Primary Causal Factors in Fatal Motor Vehicle Collisions

October - December

	2023	2024	2025
Speeding	0	1	0
Speeding % Change	--	--	-100.0%
Distracted	0	0	0
Distracted % Change	--	--	--
Alcohol/Drugs	0	0	0
Alcohol/Drugs % Change	--	--	--
Wildlife	0	0	0
Wildlife % Change	--	--	--
NoSeatbelt	0	0	0
NoSeatbelt YoY%	--	--	--

YTD

	2023	2024	2025
Speeding	2	3	0
Speeding % Change	--	50.0%	-100.0%
Distracted	1	1	0
Distracted % Change	--	0.0%	-100.0%
Alcohol/Drugs	3	0	0
Alcohol/Drugs % Change	--	-100.0%	--
Wildlife	0	1	0
Wildlife % Change	--	--	-100.0%
NoSeatbeltYTD	0	0	0
NoSeatbeltYTD YoY%	--	--	--



Data source (Collision Reporting System) date:

28-Jan-2026

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OPP Detachment Board Report
Records Management System
October - December 2025

Criminal Code and Provincial Statute Charges Laid

October - December

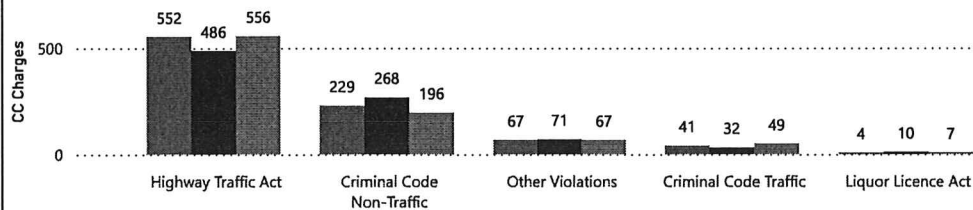
Year	2023		2024		2025	
ChargeCategory1	Offence Count	% Change	Offence Count	% Change	Offence Count	% Change
Criminal Code Non-Traffic	229	--	268	17.0%	196	-26.9%
Criminal Code Traffic	41	--	32	-22.0%	49	53.1%
Highway Traffic Act	552	--	486	-12.0%	556	14.4%
Liquor Licence Act	4	--	10	150.0%	7	-30.0%
Other Violations	67	--	71	6.0%	67	-5.6%
Total	893	--	867	-2.9%	875	0.9%

YTD

Year	2023		2024		2025	
ChargeCategory1	Offence Count	% Change	Offence Count	% Change	Offence Count	% Change
Criminal Code Non-Traffic	933	--	965	3.4%	1,147	18.9%
Criminal Code Traffic	175	--	186	6.3%	199	7.0%
Highway Traffic Act	2,355	--	2,563	8.8%	2,457	-4.1%
Liquor Licence Act	42	--	60	42.9%	62	3.3%
Other Violations	225	--	260	15.6%	310	19.9%
Total	3,730	--	4,134	10.8%	4,175	1.0%

October - December

Year ● 2023 ● 2024 ● 2025



Traffic Related Charges

October - December

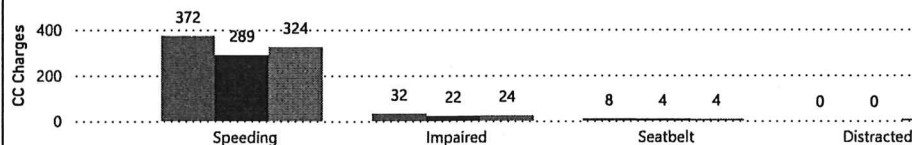
Year	2023		2024		2025	
ChargeCategory2	Offence Count	% Change	Offence Count	% Change	Offence Count	% Change
Speeding	372	--	289	-22.3%	324	12.1%
Seatbelt	8	--	4	-50.0%	4	0.0%
Impaired	32	--	22	-31.3%	24	9.1%
Distracted	0	--	0	--	1	--

YTD

Year	2023		2024		2025	
ChargeCategory2	Offence Count	% Change	Offence Count	% Change	Offence Count	% Change
Speeding	1,558	--	1,636	5.0%	1,452	-11.2%
Seatbelt	46	--	37	-19.6%	32	-13.5%
Impaired	121	--	121	0.0%	128	5.8%
Distracted	4	--	10	150.0%	10	0.0%

October - December

Year ● 2023 ● 2024 ● 2025



Detachment: 61 - SOUTH BRUCE

Location code(s): 6100 - SOUTH BRUCE, 6120 - WALKERTON

Area(s): ALL

Data source date:

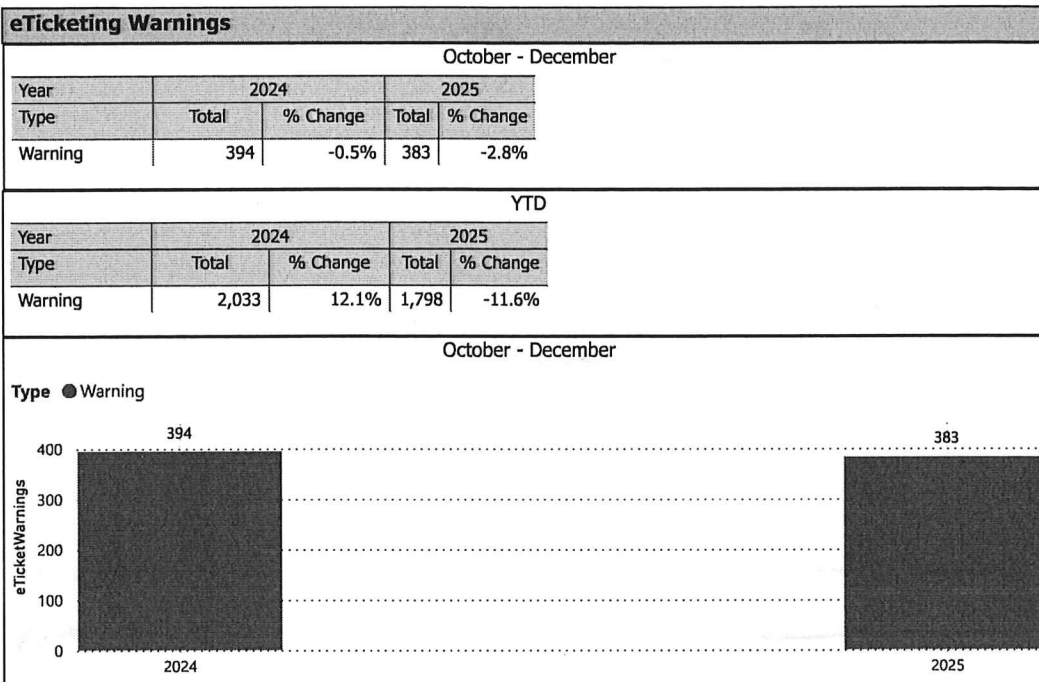
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**OPP Detachment Board Report
Records Management System
October - December 2025**



Note: The eTicketing system was not fully implemented until the end of 2022, therefore data is only available beginning in 2023. % Change in 2023 may appear higher in this report due to the incomplete 2022 data.

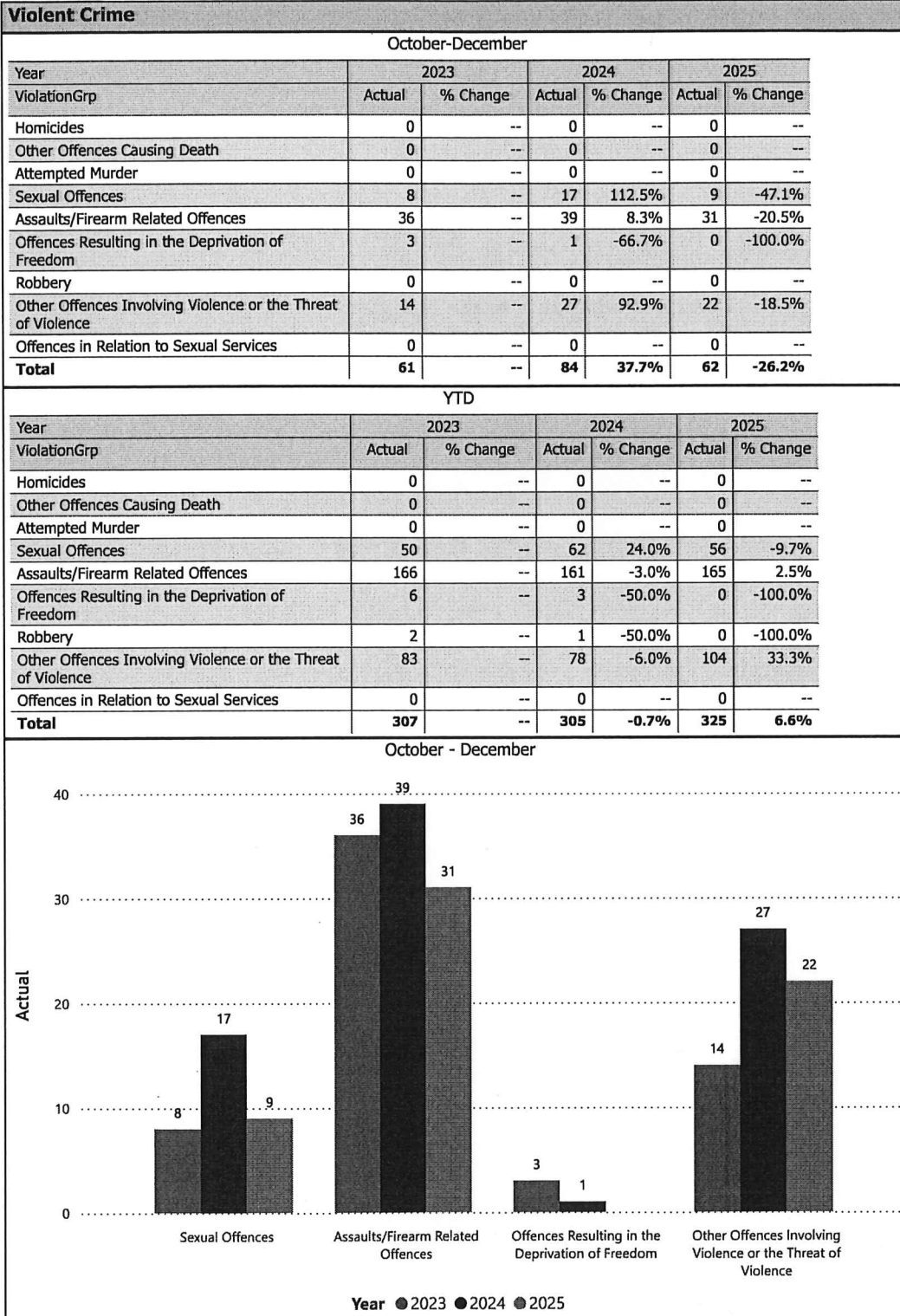
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Location code(s): 6100 - SOUTH BRUCE, 6120 - WALKERTON

Area(s): ALL
Data source date:
28-Jan-26

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**OPP Detachment Board Report
Records Management System
October - December 2025**



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Location code(s): 6100 - SOUTH BRUCE, 6120 - WALKERTON

Area(s): ALL

Data source date:

28-Jan-2026

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OPP Detachment Board Report Records Management System October - December 2025

Property Crime

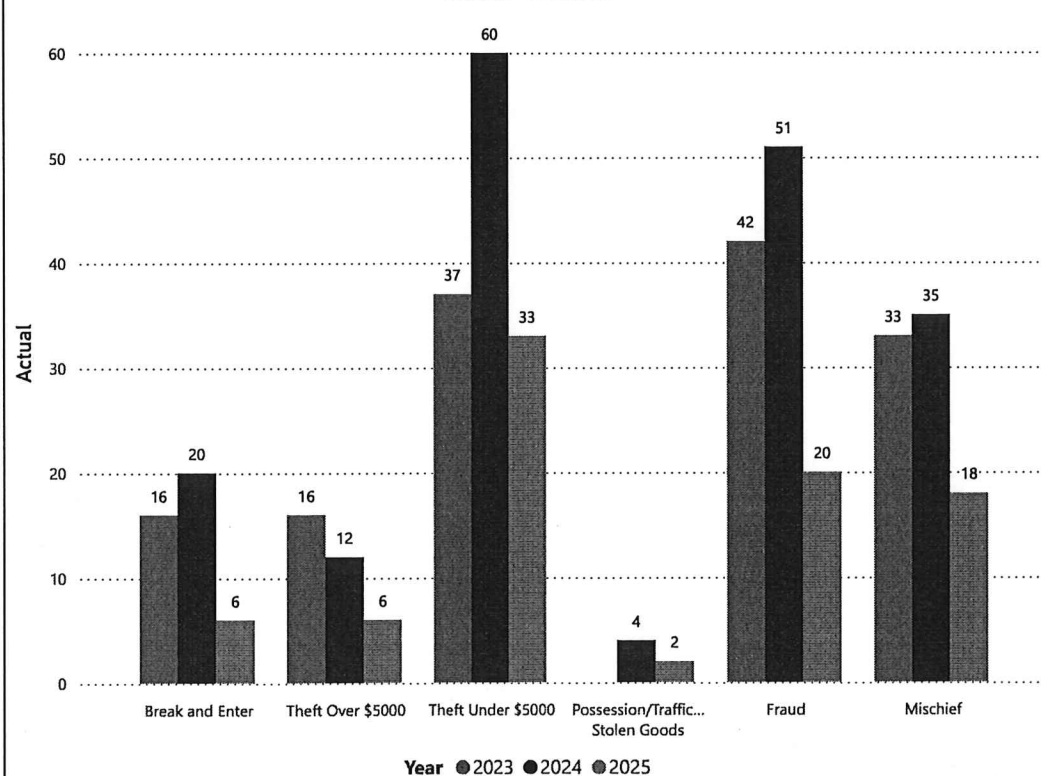
October - December

Year	2023		2024		2025	
ViolationGrp	Actual	% Change	Actual	% Change	Actual	% Change
Arson	0	--	0	--	0	--
Break and Enter	16	--	20	25.0%	6	-70.0%
Theft Over \$5000	16	--	12	-25.0%	6	-50.0%
Theft Under \$5000	37	--	60	62.2%	33	-45.0%
Possession/Trafficking Stolen Goods	0	--	4	--	2	-50.0%
Fraud	42	--	51	21.4%	20	-60.8%
Mischief	33	--	35	6.1%	18	-48.6%
Total	144	--	182	26.4%	85	-53.3%

YTD

Year	2023		2024		2025	
ViolationGrp	Actual	% Change	Actual	% Change	Actual	% Change
Arson	5	--	0	-100.0%	2	--
Break and Enter	80	--	75	-6.3%	57	-24.0%
Theft Over \$5000	63	--	66	4.8%	49	-25.8%
Theft Under \$5000	211	--	234	10.9%	197	-15.8%
Possession/Trafficking Stolen Goods	6	--	14	133.3%	9	-35.7%
Fraud	179	--	215	20.1%	161	-25.1%
Mischief	140	--	134	-4.3%	115	-14.2%
Total	684	--	738	7.9%	590	-20.1%

October - December



Detachment: 61 - SOUTH BRUCE

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Area(s): ALL

Data source date:

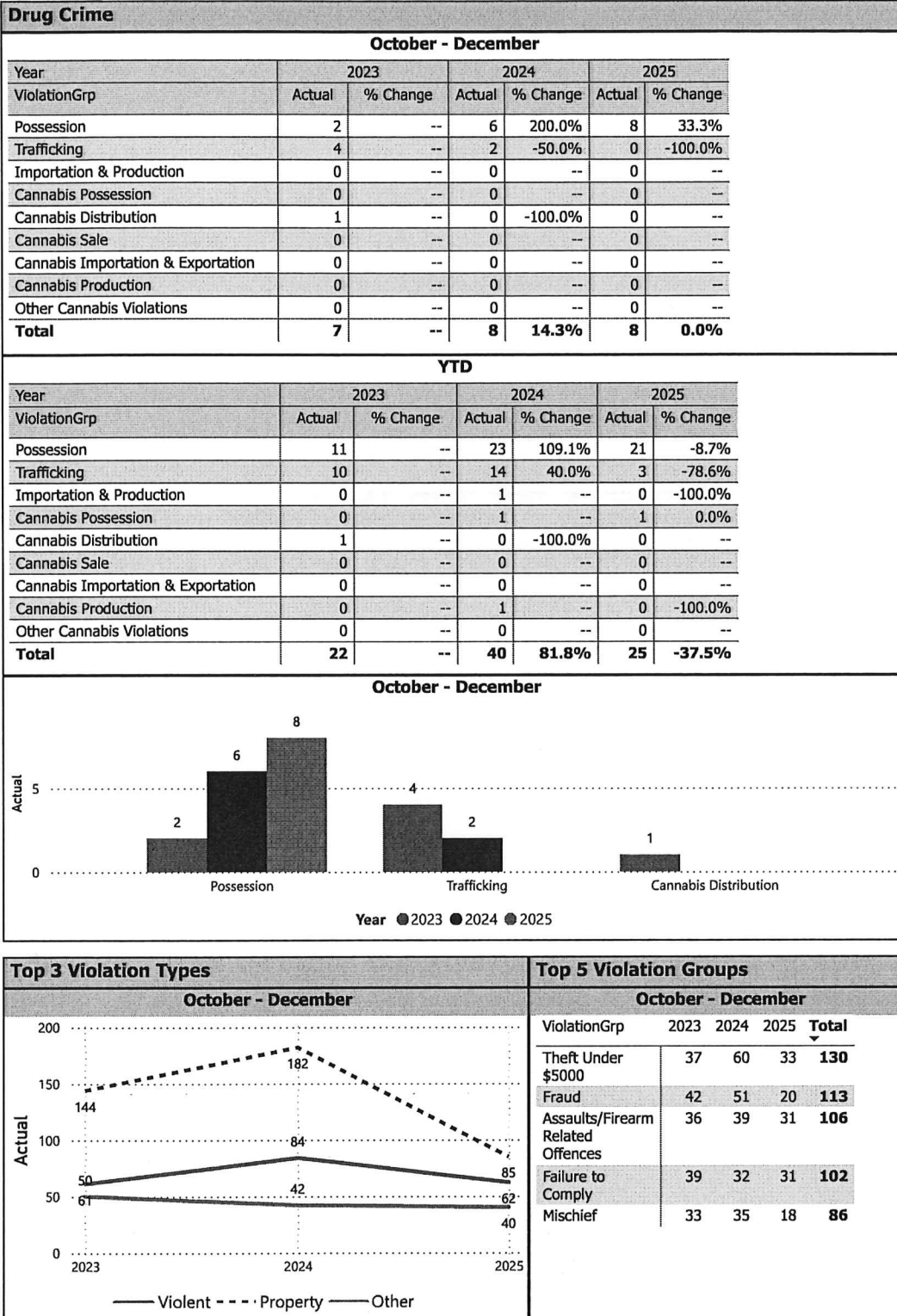
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OPP Detachment Board Report
Records Management System
October - December 2025



Detachment: 61 - SOUTH BRUCE

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Area(s): ALL

Data source date:

28-Jan-2026

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**OPP Detachment Board Report
Records Management System
October - December 2025**

Other Crime Occurrences

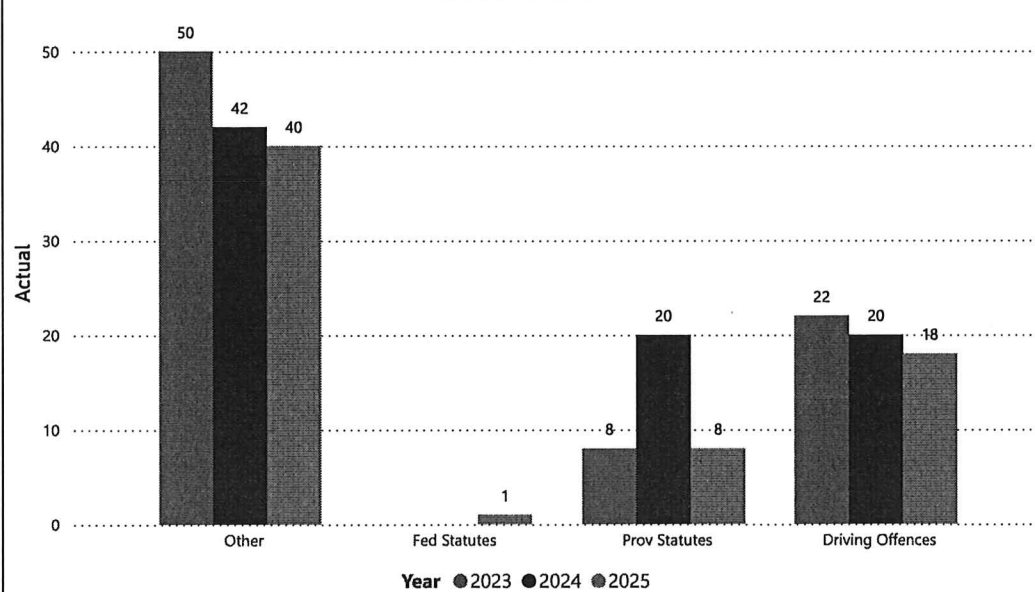
October - December

Year	2023		2024		2025	
Violation_rollup	Actual	% Change	Actual	% Change	Actual	% Change
Other	50	--	42	-16.0%	40	-4.8%
Fed Statutes	0	--	0	--	1	--
Prov Statutes	8	--	20	150.0%	8	-60.0%
Driving Offences	22	--	20	-9.1%	18	-10.0%
Total	80	--	82	2.5%	67	-18.3%

YTD

Year	2023		2024		2025	
Violation_rollup	Actual	% Change	Actual	% Change	Actual	% Change
Other	177	--	172	-2.8%	224	30.2%
Fed Statutes	4	--	8	100.0%	7	-12.5%
Prov Statutes	72	--	99	37.5%	74	-25.3%
Driving Offences	112	--	115	2.7%	96	-16.5%
Total	365	--	394	7.9%	401	1.8%

October - December



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Area(s): ALL

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28-Jan-2026

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OPP Detachment Board Report Records Management System October - December 2025

Clearance Rate

October - December

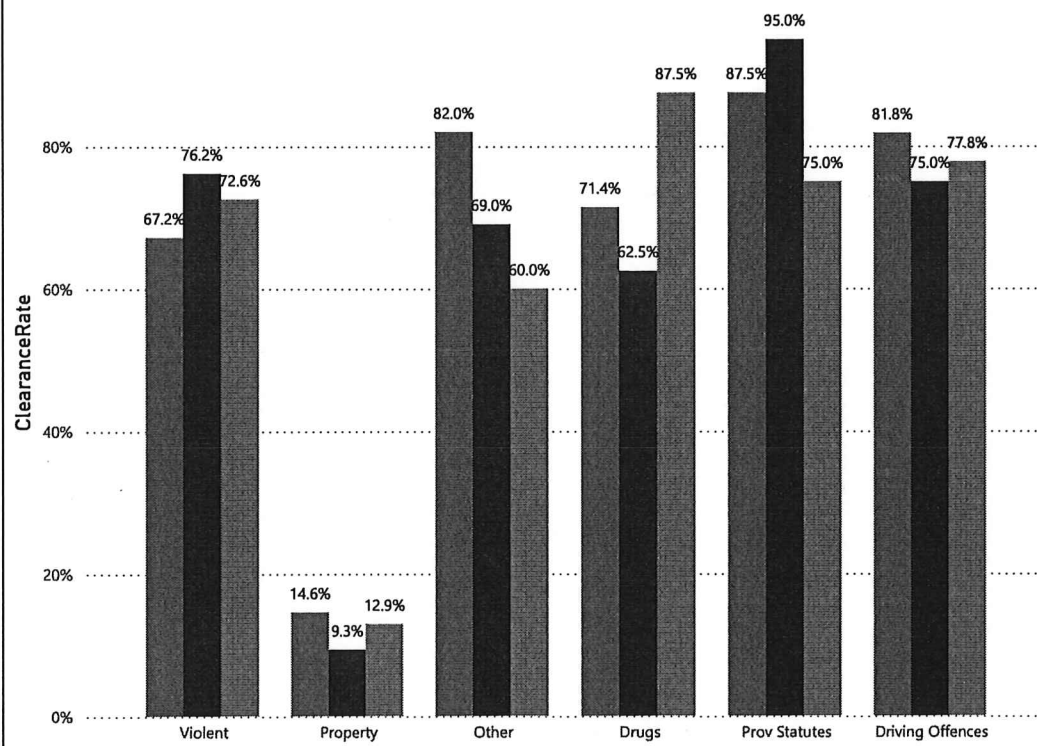
Year	2023		2024		2025	
	%	% Change	%	% Change	%	% Change
Violent	67.2%	--	76.2%	13.4%	72.6%	-4.7%
Property	14.6%	--	9.3%	-35.9%	12.9%	38.5%
Other	82.0%	--	69.0%	-15.8%	60.0%	-13.1%
Drugs	71.4%	--	62.5%	-12.5%	87.5%	40.0%
Fed Statutes					0.0%	--
Prov Statutes	87.5%	--	95.0%	8.6%	75.0%	-21.1%
Driving Offences	81.8%	--	75.0%	-8.3%	77.8%	3.7%

YTD

Year	2023		2024		2025	
Violation_rollup	%	% Change	%	% Change	%	% Change
Violent	70.4%	--	75.7%	7.6%	76.9%	1.6%
Property	15.1%	--	11.5%	-23.5%	13.7%	19.2%
Other	67.8%	--	64.0%	-5.7%	66.1%	3.3%
Drugs	59.1%	--	62.5%	5.8%	80.0%	28.0%
Fed Statutes	75.0%	--	100.0%	33.3%	42.9%	-57.1%
Prov Statutes	91.7%	--	93.9%	2.5%	86.5%	-7.9%
Driving Offences	71.4%	--	74.8%	4.7%	79.2%	5.9%

October - December

Year ● 2023 ● 2024 ● 2025



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Area(s): ALL

Data source date:

28-Jan-2026

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OPP Detachment Board Report Records Management System October - December 2025

Unfounded

October - December

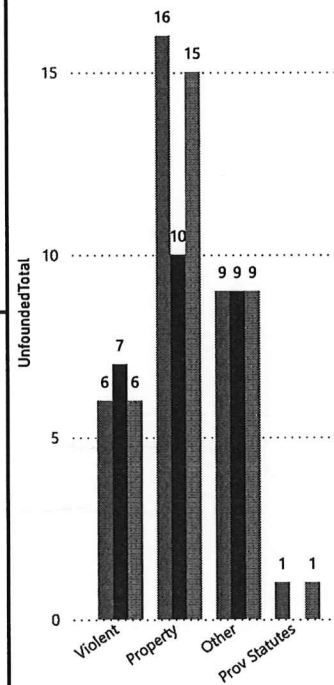
Year	2023		2024		2025	
Violation_rollup	Count	% Change	Count	% Change	Count	% Change
Violent	6	--	7	16.7%	6	-14.3%
Property	16	--	10	-37.5%	15	50.0%
Other	9	--	9	0.0%	9	0.0%
Drugs	0	--	0	--	0	--
Fed Statutes	0	--	0	--	0	--
Prov Statutes	1	--	0	-100.0%	1	--
Driving Offences	0	--	0	--	0	--
Total	32	--	26	-18.8%	31	19.2%

YTD

Year	2023		2024		2025	
Violation_rollup	Count	% Change	Count	% Change	Count	% Change
Violent	29	--	29	0.0%	35	20.7%
Property	67	--	65	-3.0%	87	33.8%
Other	32	--	33	3.1%	38	15.2%
Drugs	1	--	0	-100.0%	1	--
Fed Statutes	1	--	0	-100.0%	0	--
Prov Statutes	1	--	0	-100.0%	5	--
Driving Offences	0	--	0	--	0	--
Total	131	--	127	-3.1%	166	30.7%

October - December

Year ● 2023 ● 2024 ● 2025



Detachment: 61 - SOUTH BRUCE

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Area(s): ALL

Data source date:

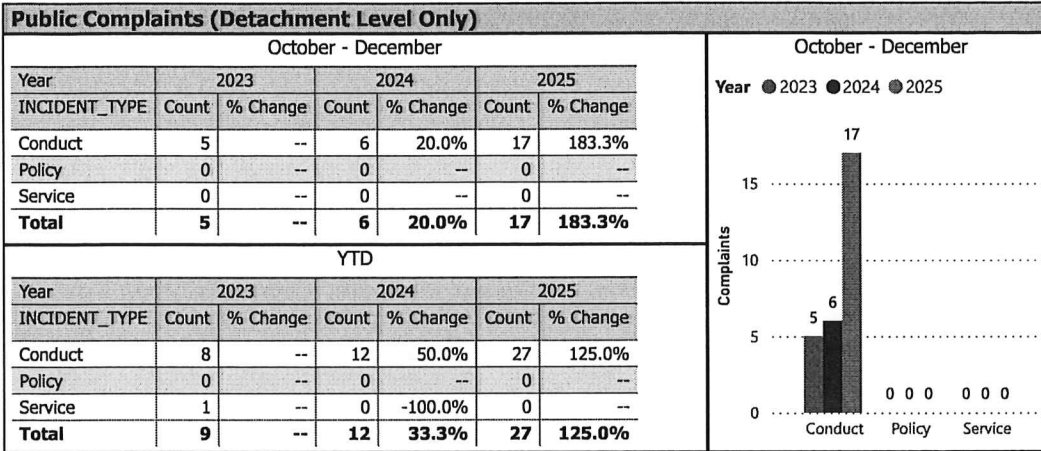
28-Jan-2026

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OPP Detachment Board Report
Records Management System
October - December 2025



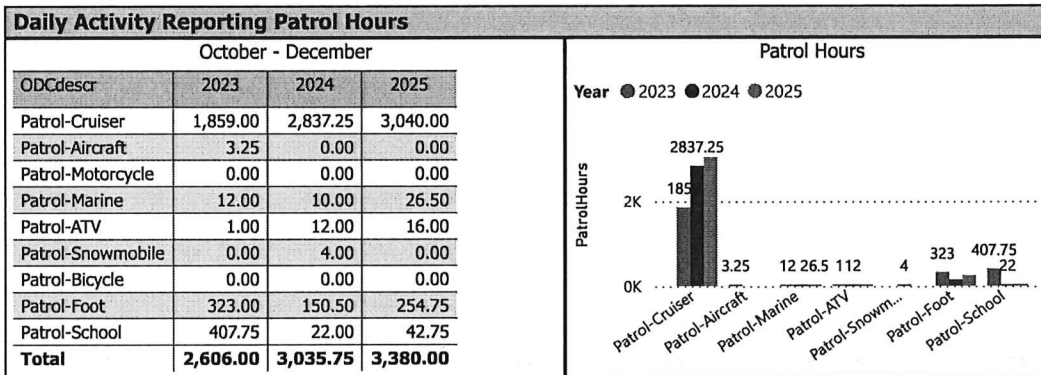
Data source: RMS Data Feed

Ontario Provincial Police, Professional Standards Bureau Commander Reports - File Manager System

Data source date:

28-Jan-2026

Daily Activity Reporting



Data source (Daily Activity Reporting System) date:

28-Jan-2026

Detachment: 61 - SOUTH BRUCE

Location code(s): 6100 - SOUTH BRUCE, 6120 - WALKERTON

Data source date:

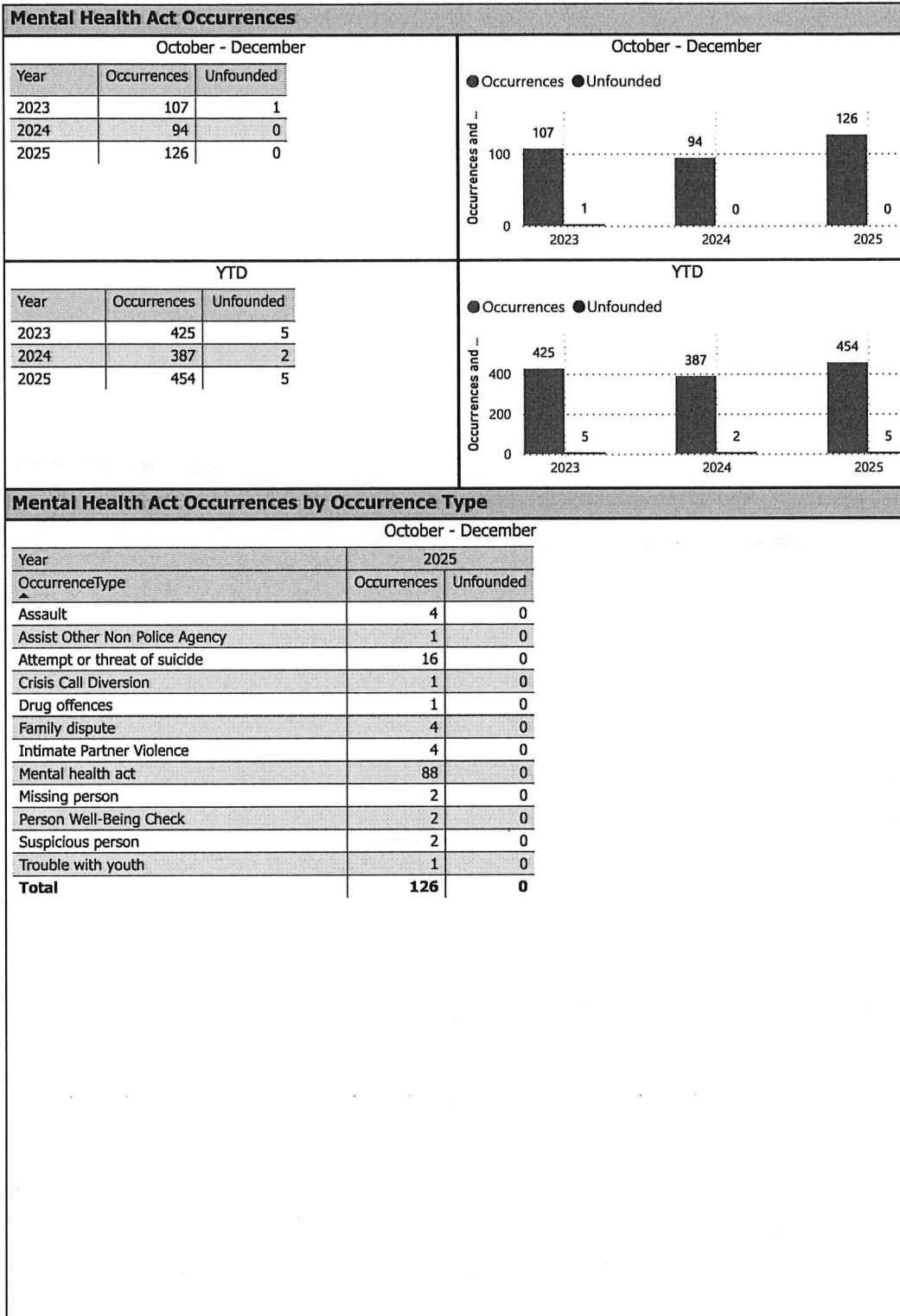
28-Jan-2026

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OPP Detachment Board Report Records Management System October - December 2025



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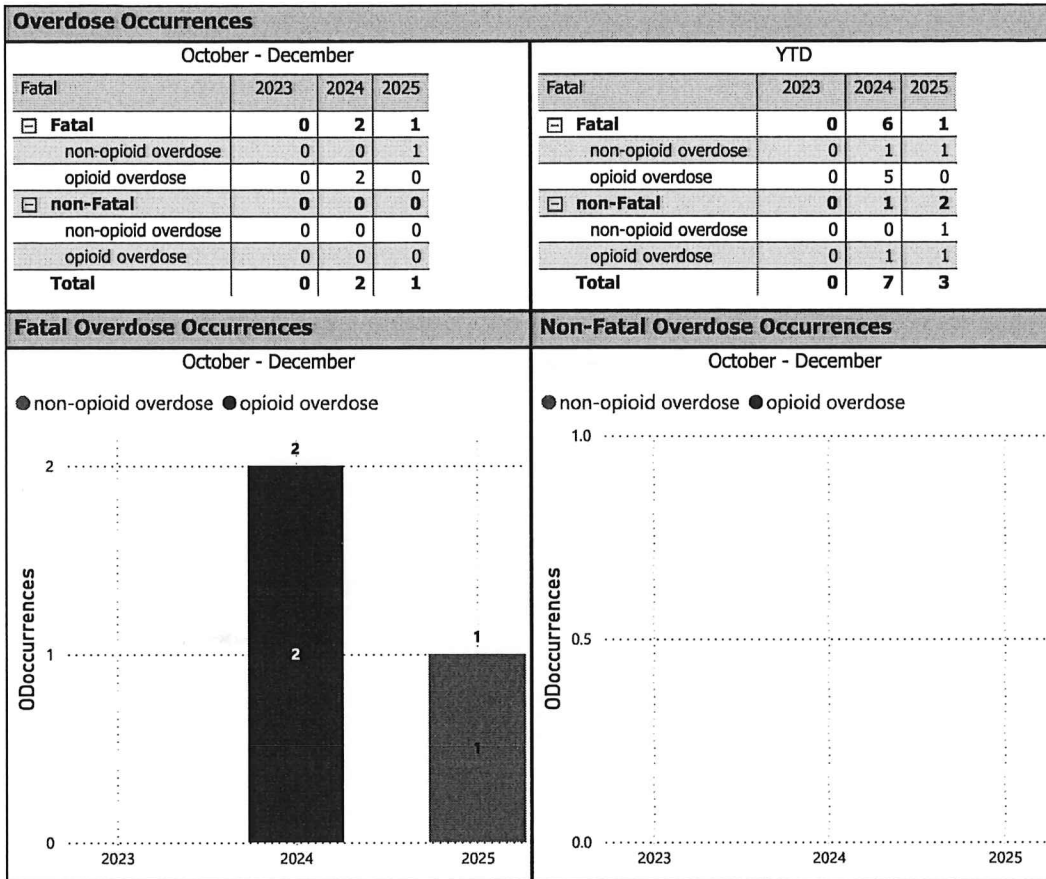
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OPP Detachment Board Report
Records Management System
October - December 2025



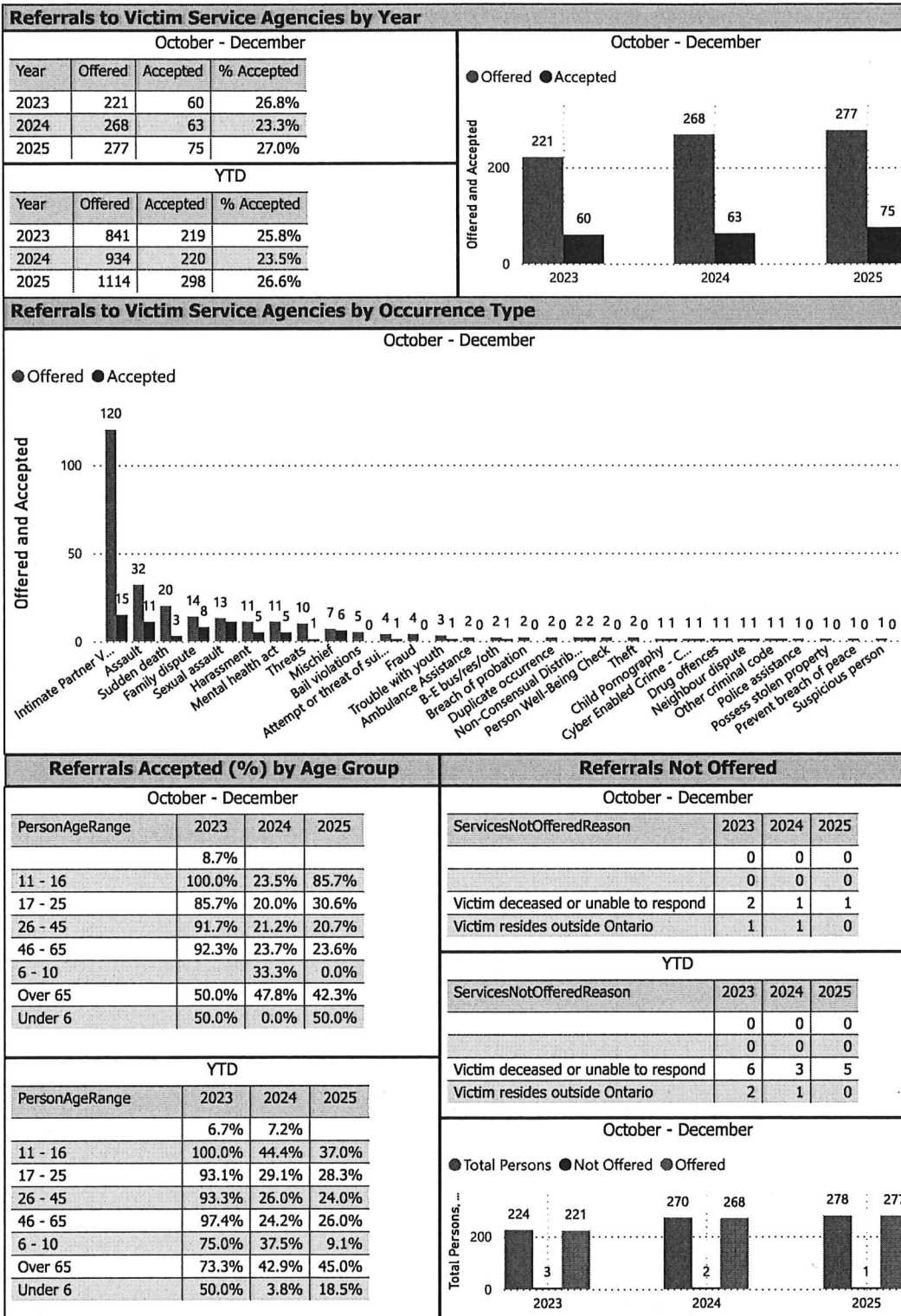
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OPP Detachment Board Report
Records Management System
October - December 2025



OPP Detachment Board Report
Report Information Page

Report Data Source Information:

Data Sources Utilized

- Niche RMS – CTSB Data Feed
- Collision Reporting System (eCRS)
- POIB File Manager
- Daily Activity Reporting System

Niche RMS

RMS data presented in this report is dynamic in nature and any numbers may change over time as the OPP continue to investigate and solve crime.

The following report tabs acquire their data from the OPP Niche RMS – CTSB Data Feed

- Complaints (Public Complaints Section Only)
- Charges
- Warnings
- Violent Crime
- Property Crime
- Drug Crime
- Clearance Rate
- Unfounded
- Other Crime
- Youth Charges
- MHA – Mental Health Act
- Overdose
- Victim Services

Collision Reporting System (eCRS)

Traffic related data for Collisions and Fatalities are collected from the OPP eCRS application.

The following report tabs acquire their data from the OPP eCRS (Collision Reporting System)

- Collisions
- Fatalities

DAR (Daily Activity Reporting)

Patrol hours are collected from the OPP DAR application.

The following report tabs acquire their data from the OPP DAR (Daily Activity Reporting)

- Complaints (Patrol Hours Section Only)

OVERVIEW

Violent Crime:

Assaults – Assaults were down 20% when comparing these three months to the same time in the previous year. 15 of the 31 assault occurrences investigated were related to Intimate Partner Violence where charges were laid as a result.

Sexual Assaults – A total of 9 sexual assault occurrences were investigated during this reporting period. This represents a decrease of 47% when compared to the same time in the previous year.

Property Crime:

Property crime continued to show a decrease across all sections. One area of continual focus is frauds as they remain an on-going concern. Although there was a significant reduction in frauds, victimization is continuing in our communities, and we are continuing with our education efforts to our vulnerable populations. October through December 2025, residents in the South Bruce area have lost approximately \$1,200,000 to fraud.

Traffic:

Collisions – Fortunately, our officers did not respond to a single fatal motor vehicle collision over these 3 months. Personal injury collisions remained status quo and property damage collisions were reduced by nearly 25%.

Criminal Code traffic enforcement increased by 53% over the 3 months. Further to this, Highway Traffic Act enforcement increased by 14% during these 3 months as well. This increase in enforcement shows a consistent dedication targeting the 'Big 4' causal factors which contribute to injuries and death on our local highways. Speeding charges alone were up by 12% while impaired driving enforcement was up by 9% as well.

Community Engagement:

Foot patrol – 255

ATV patrol – 16

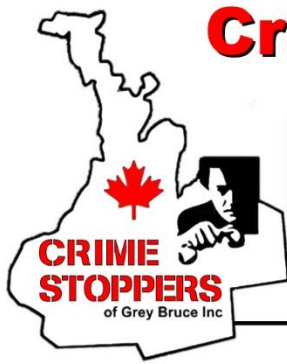
Marine patrol – 27

Detachment Updates:

In the Fall of 2025, we were extremely fortunate to on-board a 2nd MCRT (Mobile Crisis Response Team) member. We would like to take this opportunity to welcome MCRT Brit Clark to the team. She joins us with a wealth of experience and is active in supporting our communities and our officers. We were recently able to provide a balanced schedule for our MCRT members, and we now have evening and some weekend coverage. We are extremely proud of our MCRT program locally and know the significant

benefit it provides to our communities. Over these 3 months, our officers responded to 126 Mental Health Act occurrences which increased from 94 in the same 3 months in 2024.

In the coming months we will have 2 new Sergeants starting at the South Bruce OPP detachment. Sergeant Brad Lipskie will be joining us on a lateral transfer from another detachment. Detective Constable Ian Noble will be promoted to Sergeant from our Community Street Crime Unit and will be leading a platoon in the near future. We look forward to welcoming Brad and Ian as they join our Team Leader group.



Crime Stoppers of Grey Bruce Inc.

P.O. Box 1119, Owen Sound, Ontario N4K 6K6

1-800-222-TIPS (8477)

Submit a Secure Web-Tip at cstip.ca or get the P3 Tips Mobile App

Phone: 519 371-6078

Fax: 519 371-1275

eMail: crimestopgb@bmts.com

Web: crimestop-gb.org



Program Coordinator's Report

OCTOBER 1 TO DECEMBER 31, 2025 – Q4

Drew Kalte

DISTRIBUTION

Board of Directors, Crime Stoppers of Grey Bruce
OPP Provincial Coordinator
Grey Bruce OPP
South Bruce OPP
Blue Mountains OPP
Owen Sound Police Service
Hanover Police Service
Saugeen Shores Police Service
West Grey Police Service
Neyaashiinigmiing First Nation Police
Ontario MNRF

South Bruce OPP Detachment Police Services Board
Grey Bruce OPP Detachment Police Services Board
Saugeen Shores Police Services Board
Owen Sound Police Services Board
Hanover Police Services Board
Blue Mountains OPP Detachment Police Services Board
West Grey Police Services Board
Grey Bruce Crime Prevention Action Table
Saugeen First Nation
Neyaashiinigmiing First Nation

TIP STATISTICS FOR OCTOBER 1 TO DECEMBER 31, 2025

- Total Tips (Phone, Web, and Mobile, *including 487 tip follow-up dialogs*): 663
- New Tips (Phone, Web, and Mobile): 176

Tips Allocated: 193 (17 tips were allocated to multiple recipients)

- Grey Bruce OPP: 61 (32%)
- South Bruce OPP: 44 (23%)
- The Blue Mountains OPP: 1 (0.5%)
- Owen Sound Police Service: 44 (23%)
- Hanover Police Service: 11 (6%)
- Saugeen Shores Police Service: 16 (8%)
- West Grey Police Service: 5 (2.5%)
- Ontario MNRF: 5 (2.5%)
- OPP Anti Human Trafficking Coordination Unit: 1 (0.5%)
- Equite Association (Insurance Fraud): 1 (0.5%)
- Bylaw Enforcement and Animal Control: 3 (1.5%)

Crime Stoppers of Grey Bruce Statistics Since Inception May 1987	
Tip Reports	20,031
Arrests	1,815
Cases Cleared	2,778
Charges	2,677
Property Recovered	\$5,110,342
Narcotics Recovered	\$50,970,405
Rewards Approved	\$291,790

Program Restructuring

- The restructuring process is now complete. For any confidential Tip matters, our Police partners can reach us at coordinator@cstip.ca. For general inquiries, please use CrimeStopGB@cstip.ca.

Tip Totals Year to Date

- 176 new tips were received during the fourth quarter of 2025, which is ahead of the fourth quarter of 2024 by 25 tips.
- A total of 692 Tips were received in 2025.

MEDIA

- LITE 99.3, Bayshore Broadcasting, Zoomer Radio 92.3, Blackburn Radio (Cool 94.5 & 101.7 The One), Shoreline Classics, and Bluewater Radio continue to receive Crime of the Week segments that are sent out from our office on a weekly basis.
- Crime of the Week columns are forwarded to the Bruce County Marketplace magazine.
- Crimes of the Week are being forwarded to the Saugeen Times online news, as well as Eastlink TV.

FUNDRAISING

- Nevada ticket revenues are declining but continue to assist in funding eligible expenses.
- We received \$1,689.78 in court directed payments from the YMCA Direct Accountability program.
- We received a \$1,000 Community Donor Membership from Tibbs Cash ATMs.
- The Mildmay Rotary Club continues a restaurant voucher fundraising campaign in support of our program.
- We will continue to seek support from the Police Services Boards and Municipalities of Grey and Bruce as well as from businesses, service clubs, and the public.

EVENTS AND PROMOTIONS

- We participated in the Meaford Scarecrow Invasion Parade on October 3rd.

CRIME STOPPERS BOARD

We currently have seven members on our Board of Directors and are continuing to recruit new members with specific skill sets such as a Treasurer and people with fundraising experience.

Our new Executives are confirmed:

- **Chairperson** – Ayush Adhikari (**Ayush.ADHIKARI@cstip.ca**)
- **Vice-Chairperson (Interim)** – Michael Lundy (**mike.lundy@cstip.ca**)
- **Treasurer and Past Chairperson** – Peter Reid (**peter.reid@cstip.ca**)
- **Secretary** – Vacant

For any Board-related inquiries, please contact the Chair or email **CrimeStopGB@cstip.ca**.

UPCOMING EVENTS

- Annual Crime Stoppers of Grey Bruce golf tournament on Thursday June 4, 2026.
- Bruce County Run Show 'n Go Classic Car Tour tentatively set for Sunday June 28, 2026.

OAPSB Research Summary – Deputy Chief of Police Salaries (Ontario, 2023–2024 Data)

Prepared October 8, 2024

Overview

This summary provides an indicative picture of Deputy Chief compensation levels across Ontario police services. Data were drawn from the Ontario Public Sector Salary Disclosure (“Sunshine List”) for 2023 and 2024, which reflect 2022–2023 earnings. Where available, current or recent job postings were included to show hiring trends. Figures were rounded to the nearest dollar.

Note

2024 Sunshine List data reflect 2023 earnings.

This summary is intended for internal reference only and should not be interpreted as a formal salary benchmark or policy recommendation.

Deputy Chief Salaries – Grouped by Service Size

Service Size / Type	Police Service	Latest Reported Salary (CAD)	Reporting Year (List)	Typical Years of Service	Notes
Large Urban / High Budget	Toronto Police Service	259,222	2023	20 +	Two Deputy Chiefs (Ops/Admin)
	Ottawa Police Service	346,185	2023	20 +	Highest observed figure; includes allowances
	York Regional Police	305,168	2024	18–22	Competitive with Halton
	Halton Regional Police	292,603	2023	20 +	Two Deputies; average ≈ 289 K
Mid-Sized / Regional	Hamilton Police Service	276,287	2023	15–20	Comparable to Waterloo
	Waterloo Regional Police	284,156	2024	15–20	Deputy Chief Operations
	Durham Regional Police	244,098	2023	15–20	Slightly below regional average
	Niagara Regional Police	253,681	2024	15–20	Stable regional benchmark

Service Size / Type	Police Service	Latest Reported Salary (CAD)	Reporting Year (List)	Typical Years of Service	Notes
Smaller / Rural / Local	Thunder Bay Police Service	236,731	2024	15–20	Single Deputy Chief
	Barrie Police Service	236,557	2024	15–20	Similar to Thunder Bay
	Stratford Police Service	226,366	2024	12–18	Smaller command structure
	Woodstock Police Service	210,120	2024	12–18	Regional commuter community
	Timmins Police Service	206,674	2024	15–20	Northern Ontario
	Peterborough Police Service	192,467	2024	10–15	Single Deputy Chief
	Cobourg Police Service	173,880	2024	10–15	Small municipal service
	Strathroy- Caradoc Police	154,929	2024	10–15	Small stand-alone service
	Aylmer Police Service	145,726	2024	10–15	Very small service benchmark

Current or Recent Deputy Chief Postings (2024)

Police Service	Posting Title	Posted Salary Range (CAD)	Posting Status
Brantford Police Service	Deputy Chief of Police (Internal)	130,099 – 162,623	Closed May 2024
Anishinabek Police Service	Deputy Chief of Police	Not stated	Open May 2024
Cornwall Police Service	Deputy Chief of Police	Negotiated (~ 200 K +)	Closed 2023

Summary Observations

- Salaries cluster by service size:
 - Large urban: \$259 K – \$346 K
 - Mid-sized regional: \$244 K – \$285 K
 - Smaller / rural: \$145 K – \$237 K
- Average across sample: ≈ \$246 K.
- Experience expectations: 15 – 25 years of total service; 5 – 10 years in senior command.
- Variations reflect regional cost-of-living differences, service budgets, and whether multiple Deputy Chief positions exist.

Sources

- Government of Ontario, Public.Sector.Salary.Disclosure.Lists (2023 and 2024)
- Sunshineliststats.com aggregated data verification
- CACP.ca and individual police service postings through google.ca (Brantford, Anishinabek, Cornwall)

OAPSB Research Summary - Chief of Police Salaries in Ontario (2023 to 2024 Data)

Overview

This summary provides an indicative picture of Chief of Police compensation levels across Ontario police services. Data were drawn from the Ontario Public Sector Salary Disclosure lists for 2023 and 2024, which reflect 2022 and 2023 earnings. Additional checks were performed against publicly available postings and service announcements. Figures were rounded to the nearest dollar.

Note

2024 Sunshine List data reflect 2023 earnings.

This summary is intended for internal reference only and should not be interpreted as a formal salary benchmark or policy recommendation.

Chief of Police Salaries - Grouped by Service Size

Large Urban or High Budget Services

Police Service	Latest Reported Salary (CAD)	Reporting Year (List)	Typical Years of Service	Notes
Toronto Police Service	394,228	2024	25 to 35	Largest service in Canada. Earnings include negotiated benefits and allowances.
Peel Regional Police	364,000 (approx)	2023	25 to 35	Rounded estimate based on published senior command levels.
Ottawa Police Service	340,000 (approx)	2023	25 to 35	Estimate based on comparative command structure.

York Regional Police	330,000 (approx)	2024	25 to 35	Inferred from regional alignment and prior year trends.
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Mid Sized or Regional Services

Police Service	Latest Reported Salary (CAD)	Reporting Year (List)	Typical Years of Service	Notes
Durham Regional Police Service	294,150	2024	20 to 30	Consistent with similar regional services.
Waterloo Regional Police Service	296,000 (approx)	2024	20 to 30	Inferred from Deputy Chief salary relationship.
Hamilton Police Service	289,000 (approx)	2023	20 to 30	Comparable to Waterloo and Niagara.
Niagara Regional Police Service	275,000 (approx)	2024	20 to 30	Consistent with regional averages.

Smaller or Local Municipal Services

Police Service	Latest Reported Salary (CAD)	Reporting Year (List)	Typical Years of Service	Notes
Windsor Police Service	288,152	2024	20 to 30	Large municipal service.
Chatham Kent Police Service	284,544	2024	20 to 30	Single Chief model with broad responsibilities.
South Simcoe Police Service	237,710	2024	20 to 30	Small municipal service.

St. Thomas Police Service	226,499	2024	18 to 25	Small stand alone service.
Stratford Police Service	210,000 (approx)	2024	18 to 25	Estimated based on command structure.
Woodstock Police Service	220,000 (approx)	2024	18 to 25	Small municipal service.
Peterborough Police Service	230,000 (approx)	2024	18 to 25	One Chief and one Deputy model.

Current or Recent Chief of Police Postings (2024)

Police Service	Posting Title	Posted Salary Range (CAD)	Posting Status
Anishinabek Police Service	Chief of Police	Not stated	Open spring 2024
South Simcoe Police Service	Chief of Police	Not stated	Filled 2024
Cornwall Police Service	Chief of Police	Negotiated	Most recent change in 2023

Summary Observations

- Salaries cluster by service size.
- Large urban services range from approximately 330 K to 394 K.
- Mid-sized regional services range from approximately 275 K to 296 K.
- Smaller municipal services range from approximately 220 K to 288 K.
- Average across the sample is approximately 295 K.
- Chief appointments typically require 25 to 35 years of policing experience including multiple command level roles.
- Variations reflect differences in population size, service complexity, cost of living and scope of authority.

Sources

- Government of Ontario Public Sector Salary Disclosure lists, 2023 and 2024.
- Sunshineliststats.com verification.
- Google indexed postings from CACP, individual police services and municipal human resources sites.

POLICE GOVERNANCE ONTARIO
Administrator's Handbook



Prepared for use by:
Police Governance Ontario
Governance Administrators
Municipal Clerks and Administrative Professionals
OPP Detachment Board Administrators
Board Employed Staff and Executive Directors

Edition 1
December 2025

Preface

A practical guide for individuals supporting the work of police governance boards in Ontario. This handbook provides clear direction on day-to-day responsibilities, governance practices, legislative expectations, and the resources available through the Police Governance Ontario Member Portal.

This handbook supports police governance administrators across Ontario by offering clear guidance on responsibilities, legislative requirements, and effective governance practices. Many administrators carry this work in addition to existing municipal duties. This resource provides a consistent foundation to help manage those responsibilities while directing users to the Police Governance Ontario Member Portal for the most current tools, templates, and training materials. The handbook is intended as a practical reference to strengthen governance continuity and support excellence in oversight.

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CHAPTER 1: INTRODUCTION TO THE HANDBOOK

Purpose and Audience

This handbook is designed as a foundational guide for Police Service Board Administrators and Executive Directors across Ontario. Its primary purpose is to provide clear, actionable insights into the multifaceted role of administrators and senior staff in ensuring effective, compliant, and transparent police governance under the Community Safety and Policing Act, 2019 (CSPA). While highly relevant for administrators supporting newly established OPP Detachment Boards, its principles and best practices are applicable to all police service board administrators, whether serving municipal, First Nation, or OPP detachment boards.

Administrators and Executive Directors are pivotal to the smooth functioning of Police Governance Boards. This guide aims to empower them with a comprehensive understanding of their responsibilities, the rationale behind key governance practices, and practical approaches to support their boards in fulfilling their vital civilian oversight mandate.

How to Use This Handbook

This handbook is organized into thematic chapters, each addressing a critical area of police board administration and strategic support. For every topic, you will find a consistent structure:

- "What": Defines the core task or legislative requirement, often referencing specific sections of the CSPA or relevant regulations.
- "Why": Explains the importance and benefits of effectively managing this area, highlighting its impact on board performance, compliance, and public trust.
- "How": Provides practical guidance and concrete steps for the administrator's role in facilitating, coordinating, and supporting the board, including *where* to find relevant resources and *how* to perform key tasks.
- "Avoiding Common Pitfalls": This unique section illustrates the potential challenges or risks that can arise when an area isn't given sufficient attention. It contrasts the significant benefits of proactive management with the risks and challenges that can arise from a lack of attention or understanding, underscoring the administrator's crucial value.

Additionally, this handbook prominently features an Appendix: PGO Resources for Administrators. This dedicated section serves as a direct gateway to the most current and comprehensive tools, templates, and guides available from the Police Governance Ontario (PGO) to support your work. Administrators are encouraged to refer to this appendix regularly for detailed, actionable resources.

Acknowledgements and Recognition of Supporters

The effective governance of police services is a complex and vital undertaking, and it would not be possible without the dedicated individuals who tirelessly support Police Governance Boards. This handbook was created to acknowledge and elevate the indispensable role of Police Governance Board Administrators and Executive Directors.

We extend our sincere gratitude to the administrators, board members, and stakeholders whose invaluable experience, insights, and commitment to public safety have informed the development of this guide. Your dedication to navigating the intricacies of civilian oversight, often behind the scenes, ensures the robust functioning of police governance in communities across Ontario. This handbook is a testament to the critical work you perform, and it is designed to further support your ongoing success.

CHAPTER 2: THE ADMINISTRATOR'S ROLE IN POLICE GOVERNANCE

Topic: Understanding the Centrality of the Administrator in Civilian Oversight

1. What is the Role of an Administrator?

The administrator to a police service board, often referred to as a Board Administrator, Secretary, or Coordinator, serves as the central administrative and operational support for the board. This role is not explicitly defined in granular detail within the Community Safety and Policing Act, 2019 (CSPA), but its necessity is implicit in the board's functions and explicit in various administrative bylaws. The specific duties can vary depending on the size and structure of the municipality or First Nation the board serves, ranging from a dedicated full-time position to an add-on to an existing municipal or First Nation staff role (e.g., Clerk's department, CAO's office). Regardless of the reporting structure, the core function is to facilitate the board's ability to meet its statutory obligations and achieve its strategic objectives.

Key aspects of the administrator's role typically include:

- **Administrative Support:** Managing schedules, preparing agendas, recording minutes, handling correspondence, and maintaining official records.
- **Procedural Guidance:** Advising the Chair and board members on governance best practices, procedural rules (e.g., Robert's Rules of Order), and compliance with the board's own by-laws.
- **Legislative Compliance:** Tracking and advising on compliance with the CSPA, its regulations, and other relevant legislation (e.g., Municipal Act, 2001, First Nations Act, Freedom of Information and Protection of Privacy Act).
- **Information Management:** Ensuring efficient flow of information to and from the board, accurate record-keeping, and appropriate public access to documents.
- **Financial Administration:** Supporting budget development, financial reporting, and oversight of board expenditures.
- **Member Development Support:** Facilitating mandatory training, orientation for new members, and ongoing professional development.
- **Liaison and Communication:** Acting as a key point of contact between the board, the Chief of Police/Detachment Commander, municipal/First Nation council, the public, and various stakeholders.
- **Strategic Support:** Assisting the board in its strategic planning processes, goal setting, and evaluation of effectiveness.

2. Why is This Role Crucial?

The administrator's role is not merely clerical; it is fundamental to the legitimacy, effectiveness, and efficiency of police governance.

- **Enabling Board Functionality:** Without robust administrative support, boards would struggle to meet, make informed decisions, maintain records, or comply with legal mandates. The administrator is the operational engine that keeps the board running smoothly.
- **Ensuring Compliance and Mitigating Risk:** The administrator's deep understanding of legislative requirements and board procedures helps the board avoid non-compliance issues, legal challenges, and reputational damage. They act as a critical governance safeguard.
- **Facilitating Transparency and Accountability:** By managing records, preparing public documents, and overseeing information flow, the administrator supports the board's commitment to openness, which is essential for public trust and accountability.
- **Preserving Institutional Memory:** Administrators often serve longer terms than elected or appointed board members, providing vital continuity and preserving historical context and institutional knowledge, particularly through transitions.
- **Supporting Strategic Direction:** By handling administrative burdens and providing comprehensive information, the administrator frees board members to focus on high-level strategic oversight, policy development, and community engagement.
- **Bridging Relationships:** The administrator acts as a vital conduit, ensuring effective communication and collaboration between the board, the police service, and the municipal/First Nation government.

3. How Does the Administrator Fulfill This Role?

The administrator fulfills their multi-faceted role through a combination of proactive planning, meticulous execution, and strategic support.

- **Proactive Planning:**
 - **Develop an Annual Administrative Work Plan:** Work with the Board Chair to create an annual calendar that maps out meeting schedules, legislative deadlines (e.g., annual reports, budget submissions), mandatory training timelines, and key dates for policy reviews or strategic planning sessions. This helps anticipate board needs and allocate resources effectively.
 - **Environmental Scanning:** Stay informed about relevant changes in policing legislation, local government policies, or community safety trends that might impact the board's work. Regularly review Ministry of the Solicitor General advisories and PGO updates.
- **Meticulous Organization:**

- Implement Robust Record-Keeping Systems: Establish and maintain organized digital and/or physical filing systems for all board documents (minutes, policies, correspondence, financial records). Utilize clear naming conventions and version control. Ensure secure storage for confidential materials.
- Utilize Collaboration Tools: Employ tools like shared drives (e.g., SharePoint, Google Drive), secure online portals, or project management software (if available) to efficiently manage and share documents with board members, track action items, and maintain a centralized repository of information.
- Expert Knowledge:
 - Continuous Learning: Regularly review the Community Safety and Policing Act, 2019 (CSPA) and its associated regulations (e.g., O. Reg. 13/24, Board Administration and Governance). Subscribe to updates from the Ministry of the Solicitor General and actively participate in PGO webinars, conferences, and information sessions tailored for administrators.
 - Consultation: When faced with complex legal or procedural questions, consult with municipal/First Nation legal counsel, the Chief/Detachment Commander, or relevant PGO experts.
- Communication Hub:
 - Centralized Communication: Serve as the primary point of contact for all incoming and outgoing communications for the board. Triage inquiries, draft responses, and ensure relevant information is disseminated promptly to board members, the police service, and municipal/First Nation staff.
 - Meeting Communications: Proactively communicate meeting schedules, agenda deadlines, and material distribution dates to all relevant parties.
- Trusted Advisor:
 - Provide Procedural Advice: Be prepared to advise the Board Chair on meeting procedures (e.g., Robert's Rules of Order or the board's specific procedural by-laws), quorum requirements, voting protocols, and conflict of interest declarations.
 - Interpret Legislative Requirements: Offer guidance to the board on how the CSPA and other relevant legislation impact their decisions and operations. For example, explain requirements under CSPA Section 38 regarding public meetings and access to information.
- Facilitator of Resources:

- Connect to PGO Resources: Direct board members and the board as a whole to specific PGO resources, such as the "OPP Detachment Board Start-Up Checklist" (for new boards) or the "Minimum Policies Tools/Templates" (for policy development). These are referenced in Appendix A.
- Liaise with External Experts: Facilitate engagement with external resources like auditors, legal counsel, or specialized trainers when needed for the board's development or specific projects.
- Financial Steward:
 - Budget Tracking: Regularly monitor the board's administrative budget, tracking expenditures against approved line items. Use municipal/First Nation financial software or spreadsheets to provide monthly or quarterly financial reports to the board, highlighting variances.
 - Expense Processing: Establish clear processes for board members to submit expense claims and remuneration requests, ensuring compliance with board policies and municipal/First Nation financial guidelines.
- Digital Proficiency:
 - Master Virtual Meeting Platforms: Become proficient in using virtual meeting platforms (e.g., Zoom, Microsoft Teams) for scheduling, hosting, recording, and managing participants for virtual or hybrid board meetings.
 - Website Management: If applicable, manage the board's section of the municipal/First Nation website, ensuring that required public documents (agendas, minutes, policies) are posted promptly and in accessible formats, as per CSPA Section 38(7).

4. Avoiding Common Pitfalls for the Administrator's Role

A lack of understanding or prioritization of the administrator's core functions can lead to significant governance challenges and undermine the effectiveness of a police service board. This can manifest in several ways:

- Benefits (Why does a highly competent administrator matter?):
 - Smooth Board Operations: A well-supported board operates efficiently, with organized meetings, clear agendas, and timely decision-making.
 - Reduced Board Member Burden: Members can focus on strategic oversight and policy, knowing administrative and compliance details are expertly managed.

- Legal Compliance and Minimized Risk: Proactive management by the administrator ensures adherence to the CSPA and other regulations, preventing legal pitfalls and reputational damage.
- Enhanced Public Confidence: Transparent processes, accessible information, and consistent governance foster trust in the board's integrity.
- Strong Institutional Memory: Continuity provided by the administrator ensures valuable knowledge is retained through member transitions, promoting consistent and informed governance.
- Strategic Partner: An administrator who understands their pivotal role becomes a strategic partner to the Chair and the board, contributing to its overall effectiveness.
- Risks (What happens if the administrator's role is not understood or supported?):
 - Operational Stagnation: Without proactive administrative support, boards can struggle to meet, lack proper documentation, or experience delays in critical decisions.
 - Non-Compliance and Penalties: Failure to meet CSPA requirements (e.g., timely reporting, public notices, training compliance) can lead to findings of non-compliance by the Inspector General of Policing or other oversight bodies, potentially resulting in directives or public scrutiny.
 - Increased Board Member Burden: If administrative support is lacking, board members may be forced to spend excessive time on logistical or procedural tasks, diverting their focus from strategic governance.
 - Loss of Institutional Knowledge: High turnover among board members, coupled with inadequate administrative record-keeping or knowledge transfer, can lead to a loss of valuable historical context and a reactive rather than proactive approach to governance.
 - Erosion of Public Trust: Disorganized meetings, inaccessible information, or inconsistent adherence to procedures can lead to a perception of incompetence or lack of transparency, diminishing public confidence.
 - Internal Conflict and Frustration: Ambiguity regarding administrative processes or lack of timely support can lead to frustration among board members and with the police service.
 - Missed Opportunities: A board bogged down by administrative inefficiencies may miss opportunities to engage effectively with its community or to pursue strategic initiatives that could enhance community safety.

CHAPTER 3: REPORTING, ACCOUNTABILITY AND PERFORMANCE EVALUATION

Topic: Overview of Reporting Responsibilities in Police Governance

Reporting is one of the essential mechanisms through which a police governance board exercises oversight and ensures accountability. Under the Community Safety and Policing Act, 2019 (CSPA), police governance boards are responsible for monitoring the performance of the Chief of Police or the Detachment Commander, overseeing the delivery of adequate and effective policing, and ensuring alignment with community safety priorities. Administrators play a pivotal role in supporting these responsibilities by managing the reporting process, ensuring timelines are met, and maintaining accurate records.

Administrators are not responsible for interpreting operational content in reports, but they ensure that the board receives the information it needs to fulfill its statutory obligations. This includes coordinating reports, organizing data, tracking trends, and maintaining documentation to support informed decision making.

Types of Reporting Managed by the Administrator

1. Operational and Community Safety Reporting

Police governance boards require regular updates from the Chief or Detachment Commander on matters such as calls for service, crime trends, community safety initiatives, operational pressures, and progress on local action plans. Administrators ensure these reports are provided in accordance with established schedules and are included in meeting packages in a consistent, organized manner.

2. Financial Reporting

Financial oversight is a core function of police governance. Administrators help coordinate the service's budget submissions, ensure that quarterly or monthly variance reports are received, and assist the board in tracking spending relative to approved budgets. Administrators also help prepare financial materials for board review and ensure compliance with municipal or First Nation financial procedures.

3. Human Resources Related Reporting

Although police governance boards do not manage operational staffing, the board receives high level information related to staffing levels, recruitment strategies, training needs, workplace wellness initiatives, and organizational culture. Administrators coordinate the inclusion of these updates and ensure the board has the context it needs to understand workforce trends at a governance level.

4. Compliance Reporting

The CSPA imposes multiple reporting obligations on police governance boards. Administrators help track these requirements and ensure information is submitted or reviewed on time. This includes training compliance, public notice obligations, annual reporting cycles, and any directives issued by the Inspector General of Policing.

5. Strategic and Planning Reporting

Boards often develop strategic plans, governance work plans, performance objectives for the Chief, and local action plans. Administrators help coordinate progress updates, track commitments, and prepare summaries that allow the board to measure progress against established goals.

6. Supporting Accountability Under the CSPA

Accountability is at the heart of police governance. Administrators support accountability by ensuring the board receives complete, accurate, and timely information.

Key responsibilities include:

- Tracking all reporting deadlines and maintaining an annual reporting calendar
- Ensuring materials meet board expectations and legislative requirements
- Following up with the Chief or Detachment Commander on late or incomplete submissions
- Maintaining organized records of all reports and related decisions
- Ensuring public facing materials are posted in accordance with Section 38 of the CSPA
- Providing historical context to support continuity and informed decision making
- Ensuring reports are accessible to current and future board members for evaluation and review

By performing these functions consistently, administrators help the board demonstrate transparency, accountability, and responsible governance.

Supporting Chief and Detachment Commander Performance Evaluation

Evaluating the Chief or Detachment Commander is one of the most significant responsibilities of a police governance board. The administrator plays a vital role in supporting this process.

Administrator responsibilities can include:

- Coordinating the annual review timeline and required documents

- Collecting performance data and organizing it for board review
- Maintaining accurate records of performance expectations, goals, and commitments
- Preparing materials for closed session discussions
- Providing historical information for comparison and context
- Documenting the outcomes of evaluation discussions and follow up actions
- Ensuring all evaluation documentation is securely stored and accessible only to authorized individuals

While administrators do not evaluate performance themselves, they provide the structure and documentation that makes the evaluation process meaningful and evidence based.

Monitoring Board Priorities and Governance Outcomes

Police governance boards establish strategic priorities, local action plans, and governance improvement initiatives to guide their work. Administrators support these priorities by tracking progress, organizing information, and ensuring that outstanding items are brought forward for discussion.

Typical responsibilities include:

- Maintaining a master list of goals, deliverables, and timelines
- Updating the board on progress and outstanding items
- Ensuring that each priority is supported by documentation and reporting
- Preparing summary reports for meetings, especially at key milestones
- Supporting smooth transitions when board membership changes
- Maintaining continuity of governance direction across terms

Administrators ensure that board priorities remain visible, manageable, and actionable throughout the year.

Importance of Strong Reporting Systems

Strong reporting systems advance governance in several key ways:

- Boards make better, more informed decisions
- Compliance risks are reduced
- Patterns, trends, and emerging issues are easier to identify
- Transparency obligations are consistently met
- Public confidence is strengthened
- Governance becomes more strategic and less reactive

- The board maintains a higher standard of accountability under the CSPA

Administrators play an essential role in developing and maintaining these systems, ensuring that reporting is reliable, complete, and aligned with legislative and governance requirements.

CHAPTER 4: BOARD MEETINGS AND PROCEDURAL COMPLIANCE

Topic: Ensuring Effective and Compliant Board Meetings

1. The Importance of Well-Managed Meetings

Board meetings are the primary forum where Police Governance Boards conduct official business, make decisions, exercise oversight, and fulfill their statutory mandate. Effective meeting management is not merely about logistics; it's about ensuring procedural integrity, transparent decision-making, and productive use of board members' time. The Community Safety and Policing Act, 2019 (CSPA), along with the board's own procedural by-laws, sets out specific requirements for meeting conduct, public access, and record-keeping.

Key elements of well-managed meetings include:

- **Advance Planning:** Establishing a clear meeting schedule, preparing comprehensive agendas, and distributing materials well in advance.
- **Procedural Adherence:** Following adopted procedural by-laws (e.g., quorum requirements, rules of order, voting procedures) to ensure decisions are valid and defensible.
- **Transparency and Public Access:** Ensuring public notice of meetings, public access to open sessions, and public availability of meeting minutes and relevant documents as required by the CSPA.
- **Effective Facilitation:** Guiding discussions to stay on topic, encouraging participation, and leading to clear resolutions.
- **Accurate Record-Keeping:** Maintaining meticulous minutes that accurately reflect discussions and decisions.

2. Why Effective Meeting Management Matters

Effective meeting management is fundamental to the board's ability to operate legally, efficiently, and with public confidence.

- **Legal Compliance:** Adherence to CSPA requirements (e.g., Section 38 regarding open meetings, notice requirements, public access to documents) and the board's own bylaws ensures that decisions made are legally sound and defensible.
- **Valid Decision-Making:** Proper procedures ensure that motions are duly considered, debated, and voted upon, leading to legitimate and well-informed decisions.

- **Efficiency and Productivity:** Well-organized meetings with clear agendas and time limits make the best use of board members' valuable time, leading to more productive outcomes.
- **Transparency and Public Trust:** Open meetings and readily available records demonstrate accountability and fostering public confidence in the board's operations. This is crucial for maintaining legitimacy in the eyes of the community.
- **Minimizing Conflict:** Clear procedural rules provide a framework for respectful debate and dispute resolution, helping to prevent or manage internal conflicts.
- **Clarity and Continuity:** Accurate minutes serve as the official record of board decisions, providing historical context and ensuring continuity as board membership changes.
- **Good Governance Practices:** Exemplifies best practices in governance, setting a professional tone for the board's interactions with the police service, municipal/First Nation council, and the public.

3. The Administrator's Role in Meeting Management

The administrator is indispensable in ensuring the smooth and compliant execution of board meetings, playing a central role in preparation, conduct, and follow-up.

- **Pre-Meeting Preparation:**
 - **Develop an Annual Meeting Schedule:** Collaborate with the Board Chair to establish an annual calendar of regular board meetings. Distribute this schedule to board members and key stakeholders (e.g., Chief/Detachment Commander, municipal council) at the beginning of the year.
 - **Agenda Development:** Work closely with the Chair and Chief of Police/Detachment Commander to draft agendas for each meeting. Ensure the agenda includes all required items (e.g., declarations of conflict of interest, approval of minutes) and prioritizes strategic discussions. Refer to the board's procedural by-laws for agenda item requirements.
 - **Assemble Meeting Packages:** Compile all necessary meeting materials (agenda, reports, background documents, previous minutes) into a single, organized package. Distribute this package to board members well in advance of the meeting, typically adhering to timelines outlined in the board's procedural by-laws (e.g., 5-7 business days prior). Use secure digital platforms for distribution where possible.
 - **Public Notice:** Ensure all public notice requirements for meetings are met as per the CSPA (e.g., Section 38(4) for notice of open meetings) and the

board's procedural by-laws. This often involves posting the agenda on the board's public website or municipal portal.

- Meeting Logistics: Arrange the meeting venue (physical or virtual), ensure all necessary technology (projectors, microphones, virtual meeting platform licenses) is in place and functioning, and coordinate any necessary accessibility accommodations for members or the public.
- During the Meeting:
 - Provide Procedural Guidance: Be prepared to advise the Chair discreetly on procedural matters, such as quorum requirements (CSPA Section 36(3)), voting procedures, handling motions, or points of order. Refer directly to the board's adopted procedural by-laws.
 - Accurate Minute Taking: Take detailed and accurate minutes of the meeting. Focus on capturing motions, decisions, key discussion points, and action items. Minutes should reflect *what was decided* and *who is responsible for what*, rather than a verbatim transcript. Ensure all declared conflicts of interest are recorded.
 - Record Attendance: Maintain a precise record of board members present, absent, and any late arrivals or early departures to verify quorum throughout the meeting.
- Post-Meeting Follow-up:
 - Draft Minutes: Prepare the draft minutes promptly after the meeting while information is fresh. Distribute them to the Board Chair (and potentially other board members or a designated committee) for review and feedback.
 - Finalize and Distribute Minutes: Incorporate feedback, finalize the minutes, and distribute them to the full board for approval at the next scheduled meeting. Once approved by resolution, ensure they are signed by the Chair and Administrator.
 - Track Action Items: Extract all action items from the minutes and assign them to responsible parties with clear deadlines. Implement a system (e.g., a spreadsheet, project management tool) to track the progress and completion of these items, providing updates to the board as needed.
 - Public Posting: Ensure approved minutes and other required public documents (e.g., passed policies) are posted on the board's designated public platform (e.g., website) in a timely manner, in accordance with CSPA Section 38(7), ensuring they are accessible to the public.

- Secure Archiving: Properly archive all final meeting materials (agendas, reports, approved minutes, resolutions) in a secure and organized manner, adhering to the board's record retention policies.

4. Avoiding Common Pitfalls for Meeting Management

A failure to prioritize and meticulously manage board meetings can lead to significant operational inefficiencies, legal vulnerabilities, and a decline in public trust.

- Benefits (Why does excellent meeting management matter?):
 - Efficient Governance: Productive meetings mean timely decisions and efficient use of valuable board member time, allowing focus on strategic oversight.
 - Legal Validity: All decisions made are procedurally sound and legally defensible, reducing the risk of challenges or non-compliance findings.
 - Enhanced Transparency: Clear public notice, open sessions, and timely access to minutes foster public confidence and accountability.
 - Stronger Board Cohesion: Well-structured meetings facilitate effective discussion, clear decision-making, and reduce internal friction.
 - Clear Record of Decisions: Accurate minutes serve as a definitive historical record, ensuring continuity and accountability.
- Risks (What happens if meeting management is not done well, or at all?):
 - Procedural Irregularities: Failure to follow procedural by-laws or CSPA requirements (e.g., for public notice, quorum, open meetings) can render board decisions invalid or subject to legal challenge, potentially leading to Inspector General investigations.
 - Delays in Decision-Making: Disorganized meetings, lack of clear agendas, or ineffective facilitation can lead to protracted discussions without resolution, hindering the board's ability to act promptly on critical issues.
 - Erosion of Public Trust: Lack of transparency, delayed posting of minutes, or closed-door discussions without proper justification can foster public suspicion and undermine confidence in the board's commitment to accountability.
 - Board Member Frustration: Inefficient meetings waste valuable volunteer time, leading to disengagement, frustration among members, and potential attrition.
 - Loss of Institutional Memory: Inaccurate or incomplete minutes mean there is no reliable official record of discussions and decisions, making it

difficult to track commitments, review historical context, or ensure continuity through member transitions.

- Increased Administrative Burden: Reactive management of meetings (e.g., scrambling for documents, chasing late agenda items) creates unnecessary stress and inefficiency for the administrator.

CHAPTER 5: INFORMATION MANAGEMENT AND TRANSPARENCY

Topic: Managing Information for Effective Governance and Public Trust

1. The Importance of Information Management

Information is the lifeblood of effective governance. For a police service board, robust information management involves the systematic collection, organization, storage, retrieval, and dissemination of all data, records, and communications relevant to its mandate. This extends beyond simple record-keeping to include ensuring information security, privacy, and public accessibility, all while adhering to legislative requirements. The Community Safety and Policing Act, 2019 (CSPA), along with other legislation like the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), places significant obligations on boards regarding transparency and data handling.

Key aspects of information management include:

- **Record Creation and Capture:** Ensuring all official communications, decisions, reports, and background materials are properly created and captured.
- **Organization and Classification:** Implementing logical systems for filing, naming conventions, and categorization to allow for easy retrieval.
- **Storage and Security:** Securely storing both physical and digital records, protecting sensitive information, and ensuring data integrity.
- **Access and Dissemination:** Controlling access to confidential information while facilitating timely and appropriate public access to non-confidential records as required.
- **Retention and Disposition:** Establishing clear policies for how long records must be kept and how they are ultimately disposed of, in accordance with legal requirements.

2. Why Effective Information Management Matters

Effective information management is critical for a board's operational efficiency, legal compliance, and its ability to build and maintain public trust.

- **Legal Compliance:** Adherence to CSPA requirements (e.g., Section 38(7) regarding public availability of policies), MFIPPA, and other privacy legislation is non-negotiable. Proper information management helps avoid legal penalties and findings of non-compliance.
- **Transparency and Accountability:** Easily accessible public records demonstrate the board's commitment to openness, fostering public confidence and allowing for scrutiny of its decisions and operations.

- **Informed Decision-Making:** Board members rely on accurate, complete, and timely information to make sound decisions. A well-managed information system ensures they have access to what they need when they need it.
- **Operational Efficiency:** Organized information reduces the time spent searching for documents, streamlines administrative processes, and avoids duplication of effort.
- **Risk Mitigation:** Proper security protocols protect sensitive information (e.g., personnel details, confidential investigations), while retention policies ensure necessary records are available for audits, legal challenges, or historical reference.
- **Preserving Institutional Memory:** A robust information management system acts as the board's collective memory, preserving historical context and precedents crucial for continuity, especially during member transitions.
- **Building Public Trust:** A board that can readily provide information, operate transparently, and protect sensitive data is perceived as professional and trustworthy.

3. The Administrator's Role in Information Management

The administrator is the primary custodian and facilitator of the board's information management systems, playing a central role in their design, implementation, and ongoing maintenance.

- **Developing and Implementing Policies:**
 - **Drafting Policies:** Work with the board to draft and adopt clear policies for record creation, classification, retention schedules (referencing provincial guidelines or municipal/First Nation bylaws), security protocols, and access controls.
 - **Utilizing PGO Templates:** Leverage the PGO's "Minimum Policies Tools/Templates" (refer to Appendix A) to jumpstart the development of foundational information management policies, such as those governing public access to board records and privacy.
 - **Aligning with Legislation:** Ensure all policies comply with the CSPA (e.g., Section 38(7) on making policies available to the public), the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), and any local municipal or First Nation privacy bylaws.
- **System Design and Maintenance:**
 - **Establishing Filing Systems:** Set up logical and accessible physical and digital filing structures. For digital files, use consistent naming conventions (e.g., "YYYY-MM-DD_Board_Meeting_Agenda.pdf").

- Secure Platforms: Identify and implement secure communication and document-sharing platforms (e.g., encrypted email, password-protected online portals, dedicated shared drives) for confidential board business.
- Coordinating Digital Infrastructure for OPP Detachment Boards: For OPP Detachment Boards serving multiple municipalities, assist the board in coordinating the selection of a "lead municipality" responsible for hosting the board's official website and managing associated IT infrastructure, security, and data storage. Help ensure that all other constituent municipalities (whether they have board representatives or not) host a clear link to this central board website for public access.
- Record Capture and Organization:
 - Standardized Templates: Encourage the use of standardized templates for minutes, resolutions, and reports to ensure consistent capture of key information.
 - Regular Filing: Establish a routine for consistently filing all official documents—such as meeting minutes, resolutions, policies, contracts, correspondence, and reports—immediately after they are created or received.
- Facilitating Public Access:
 - Website Management: Ensure that all documents required to be made public under CSPA (e.g., meeting schedules, approved minutes, operational policies) are posted promptly and in accessible formats on the board's designated public platform (e.g., municipal website or a dedicated board website). Review CSPA Section 38 for specific requirements.
 - Responding to Requests: Act as the primary point of contact for routine public information requests. Understand the board's obligations under MFIPPA and other access to information legislation to assist with the retrieval and release of non-confidential documents. Consult with municipal/First Nation legal counsel for complex requests or those involving privacy considerations.
- Ensuring Data Security and Privacy:
 - Access Controls: Implement strict access controls for confidential and sensitive information, limiting access only to those with a legitimate need.
 - Secure Handling: Establish protocols for securely handling, transmitting, and disposing of sensitive data (e.g., redaction, secure shredding, encrypted digital transfer).

- Confidentiality Agreements: Ensure board members and staff are aware of and adhere to confidentiality agreements and privacy policies.
- Training and Guidance:
 - Onboarding Training: Educate new board members and staff during their orientation on the board's information management policies, record-keeping procedures, and data security protocols.
 - Ongoing Reminders: Periodically remind all board members about best practices for handling information, especially confidential or sensitive materials.
- Continuous Improvement:
 - Annual Review: Conduct an annual review of information management systems and policies to assess their effectiveness, identify areas for improvement, and adapt to technological advancements or changes in legislation.
 - Leverage Internal Database: Administrators should annually access their dedicated section of our internal database via the provided website link to update their board's contact information, member details, and other relevant administrative data. This helps ensure our central records are always current.

4. Avoiding Common Pitfalls for Information Management

A failure to establish or diligently manage effective information management practices can significantly compromise a board's operations, expose it to legal risks, and damage its credibility.

- Benefits (Why does excellent information management matter?):
 - Regulatory Compliance: Ensures the board meets all legislative requirements for transparency, data handling, and record retention, avoiding penalties.
 - Informed Governance: Provides board members with immediate access to accurate and complete information, supporting sound and timely decision-making.
 - Strong Public Trust: Demonstrates transparency and accountability, fostering confidence in the board's operations and integrity.
 - Operational Efficiency: Streamlines administrative processes, reduces time spent searching for information, and enhances overall productivity.
 - Risk Protection: Safeguards sensitive data, protects against data breaches, and ensures records are available for audits or legal defense.

- Preserved Institutional Memory: Ensures continuity and consistency, even with board member turnover, by maintaining a robust historical record.
- Risks (What happens if information management is not done well, or at all?):
 - Legal Non-Compliance and Penalties: Failure to adhere to CSPA public access requirements or MFIPPA obligations can result in investigations, public reports, and potential financial penalties or directives from oversight bodies.
 - Poor Decision-Making: Board members may make decisions based on incomplete, outdated, or inaccurate information, leading to ineffective or even detrimental outcomes.
 - Erosion of Public Trust: Lack of transparency, difficulty accessing public records, or concerns about data security can severely undermine the board's credibility and public confidence.
 - Operational Inefficiencies: Disorganized records, lost documents, or difficult retrieval processes lead to wasted time, duplicated efforts, and administrative frustration.
 - Increased Vulnerability to Challenges: Without comprehensive and accessible records, the board may struggle to defend its decisions or actions during audits, investigations, or legal challenges.
 - Loss of Institutional Memory: Information silos or poor record retention can lead to a loss of valuable historical context and knowledge, forcing new members to "reinvent the wheel" and impeding long-term strategic development.
 - Data Security Risks: Inadequate information security practices can lead to breaches of confidential or personal information, resulting in reputational damage and legal liability.

CHAPTER 6: FINANCIAL MANAGEMENT

Topic: Ensuring Prudent and Transparent Financial Oversight

1. Understanding Financial Management

Effective financial management for a police service board involves the prudent stewardship of public funds allocated for the board's administrative operations. Unlike the police service's operational budget (which the board oversees but does not directly manage day-to-day), the board has direct responsibility for its own administrative budget. This includes planning, allocating, tracking, and reporting on all revenues and expenditures related to the board's functions, such as member remuneration, administrative support, training, professional development, and meeting costs. Sound financial management ensures accountability, transparency, and compliance with all relevant financial regulations and board policies.

Key aspects of financial management for a board include:

- **Budgeting:** Developing and securing approval for an annual administrative budget.
- **Expenditure Control:** Managing and tracking spending against the approved budget.
- **Financial Reporting:** Providing regular and transparent financial reports to the board, and ultimately to the funding municipality(ies) or First Nation.
- **Compliance:** Adhering to relevant municipal/First Nation financial policies, provincial guidelines, and any specific CSPA requirements related to board finances.
- **Audit Readiness:** Maintaining meticulous financial records to facilitate internal or external audits.

2. Why Sound Financial Management is Critical

Sound financial management is fundamental to a police service board's credibility, legal compliance, and its ability to effectively achieve its mandate.

- **Accountability and Public Trust:** As stewards of public funds, boards must demonstrate fiscal responsibility. Transparent financial management builds and maintains public confidence in the board's integrity.
- **Legal Compliance:** Boards operate within a strict legal framework. Adherence to financial regulations, audit requirements, and local municipal/First Nation financial policies is crucial to avoid non-compliance issues.

- **Resource Allocation:** Effective budgeting ensures that the board has the necessary resources to fulfill its administrative functions, support board member development, and conduct its oversight duties without overspending or facing deficits.
- **Risk Mitigation:** Proper financial controls help prevent fraud, mismanagement, and financial irregularities, protecting the board and its members from potential liability and reputational damage.
- **Strategic Planning Support:** Accurate financial information is essential for long-term planning, allowing the board to make informed decisions about future initiatives and priorities.
- **Credibility with Funding Bodies:** Demonstrating diligent financial management fosters a positive working relationship with funding municipalities or First Nations, which is vital for securing necessary resources.

3. The Administrator's Role in Financial Management

The administrator is typically the central point of contact and primary support for the board's financial management, working closely with the Board Chair, Treasurer (if applicable), and municipal/First Nation finance departments.

- **Budget Preparation and Oversight:**
 - **Collaborate on Budget Development:** Work with the Board Chair and/or a designated finance committee to prepare the annual administrative budget for the board. This involves reviewing past expenditures, projecting future needs (e.g., for training, conferences, administrative supplies, member remuneration), and aligning with the board's strategic priorities.
 - **Liaise with Finance Departments:** Establish and maintain a strong working relationship with the municipal or First Nation finance department. Understand their budget submission timelines, financial reporting requirements, and specific accounting procedures (e.g., general ledger codes, expense claim processing).
 - **Monitor and Report Expenditures:** Regularly track the board's expenditures against the approved budget. Use the municipal/First Nation's financial software or a detailed spreadsheet to provide monthly or quarterly financial reports to the board, highlighting actuals versus budget, significant variances, and potential overruns.
- **Financial Record-Keeping and Reporting:**
 - **Maintain Meticulous Records:** Keep organized and complete records of all financial transactions related to the board, including invoices, receipts, expense claims, bank statements, and reconciliation reports.

- Prepare Financial Statements: Assist in the preparation of regular financial reports for board review (e.g., monthly budget-to-actual reports) and help prepare annual financial statements or reports required by the funding municipality/First Nation or provincial authorities.
- Ensure Transparency: Work to ensure that financial reports for the board's administrative budget are clear, transparent, and made public where required, consistent with the board's commitment to accountability.
- Policy Development and Adherence:
 - Draft Financial Policies: Support the board in developing and formalizing its own administrative financial policies, such as clear procedures for expense claims, per diem rates, and procurement guidelines. These should align with municipal/First Nation policies.
 - Advise on Compliance: Advise the board and its members on adherence to all applicable financial bylaws and policies of the funding municipality/First Nation, as well as any specific provincial guidelines related to board finances.
 - Remuneration Processing: Ensure that remuneration for provincially appointed board members is processed correctly and in accordance with the CSPA and any Ministry directives, and that local appointee remuneration follows local bylaws.
- Invoice and Payment Processing:
 - Process Payments: Coordinate the timely processing of all invoices for board operations (e.g., venue rentals, printing, professional services) in accordance with approved financial procedures and budget allocations.
 - Manage Multi-Community Arrangements: For multi-community OPP Detachment Boards, understand and manage any specific financial arrangements or cost-sharing agreements outlined in their Terms of Reference, ensuring proper apportionment and billing of administrative costs among constituent municipalities.
- Audit Readiness:
 - Organize Documentation: Proactively organize and maintain all financial documentation in a logical and accessible manner, making it easy to retrieve for internal or external audits.
 - Assist Auditors: Serve as the primary point of contact for auditors, responding to their inquiries, and providing necessary financial records and explanations promptly.
- Cost Considerations for OPP Detachment Boards:

- Distinguish Budgets: Be clear that the OPP operational estimate is generally submitted directly by the OPP to municipalities for their review and approval. The board's administrative budget is distinct and focuses solely on its own operational costs.
- Identify Board-Specific Costs: Advise the board on typical administrative budget line items, which can include:
 - Board member remuneration and expenses (travel, accommodation, meals, per diem).
 - Costs for mandatory and additional board development and training (e.g., workshops, specialized seminars).
 - Registration fees for conferences and PGO zone meetings.
 - Public engagement meeting costs.
 - Internet/IT support and secure communication platforms for board business.
 - Board equipment and supplies.
 - Indemnification insurance for board members.
 - Crucially, the cost of administrative support itself (salary, benefits), which can range from a portion of an existing staff member's time to a dedicated full-time administrator or Executive Director.

4. Avoiding Common Pitfalls for Financial Management

A lack of diligent financial management can severely undermine a board's credibility, expose it to legal risks, and compromise its ability to function effectively.

- Benefits (Why does excellent financial management matter?):
 - Enhanced Public Trust: Demonstrates accountability and transparency in the use of public funds, building strong public confidence.
 - Legal Compliance: Ensures adherence to all financial regulations and audit requirements, protecting the board from legal issues.
 - Optimal Resource Utilization: Allows the board to allocate its administrative budget effectively, supporting critical functions like training and strategic planning.
 - Reduced Financial Risk: Proactive controls help prevent fraud, waste, and errors, safeguarding the board's financial integrity.
 - Credibility with Funding Bodies: Fosters a strong relationship with funding municipalities or First Nations, facilitating future resource allocation.

- Risks (What happens if financial management is not done well, or at all?):
 - Financial Irregularities: Poor oversight can lead to mismanagement, unauthorized spending, or even fraudulent activity, resulting in significant legal and reputational damage.
 - Audit Findings and Penalties: Failure to maintain proper records or adhere to financial policies can lead to adverse audit findings, directives from oversight bodies, and potential public scrutiny.
 - Loss of Public Trust: Any perception of fiscal mismanagement or lack of transparency can severely erode public confidence in the board's integrity and its ability to govern.
 - Budget Overruns and Deficits: Without careful tracking and control, the board may exceed its allocated budget, leading to financial strain or disputes with funding bodies.
 - Limited Operational Capacity: Inadequate budgeting or mismanagement can cripple the board's ability to fund essential activities, such as training, meetings, or administrative support, hindering its effectiveness.
 - Legal Liability for Members: In extreme cases of negligence or malfeasance, board members could face personal liability.
 - Strained Relationships with Funding Bodies: Lack of transparent and responsible financial practices can damage relationships with municipal or First Nation councils, jeopardizing future funding.

CHAPTER 7: BOARD MEMBER DEVELOPMENT & TRAINING

Topic: Ensuring Board Competence Through Training and Development

1. The Requirement (What) & Board Type Applicability

- CSPA Reference: The Community Safety and Policing Act, 2019 (CSPA) mandates training for police service board members.
 - Section 27 (Board Member Training): This section outlines the requirements for board member training, including the content of such training, who is required to complete it, and the timelines for completion.
 - Regulations: Further details regarding the mandatory training, including specific modules, timelines, and reporting requirements, are typically found in accompanying regulations (e.g., O. Reg. 13/24, Board Administration and Governance, Part II, Section 4 for training requirements for board members).
- Applicability by Board Type: Mandatory training requirements generally apply to all members of all Police Governance Boards established under the CSPA.
 - Municipal Police Governance Boards: All members, regardless of their appointing body (municipal, provincial), are subject to the mandatory training requirements.
 - OPP Detachment Boards (including First Nations OPP Detachment Boards): All members are subject to the mandatory training requirements.
 - First Nations Boards (with own Police Force):
 - If the First Nation has opted into the CSPA (Section 32): Members are subject to the mandatory training requirements.
 - If the First Nation has NOT opted into the CSPA: While not legally bound by the CSPA's training mandates, adopting a robust training and development program for their board members is a strong best practice to help ensure effective oversight, governance, and understanding of policing complexities. Their own governance documents would dictate specific training protocols.

2. Why This Matters (Why)

- Legal Compliance: Adhering to the CSPA's explicit requirements for board member training is non-negotiable for all boards operating under the Act.
- Enhanced Board Competence: Training helps ensure board members possess the foundational knowledge necessary to effectively understand their roles, the

legal framework, policing operations, financial oversight, and community safety principles.

- **Improved Decision-Making:** A well-trained board is better equipped to ask informed questions, critically evaluate information, and make sound, strategic decisions that align with the board's mandate and community needs.
- **Risk Mitigation:** Comprehensive training helps reduce the risk of board members acting outside their authority, misunderstanding their obligations, or making decisions based on incomplete or incorrect information, thereby helping to protect the board and its members from liability.
- **Consistency and Professionalism:** Standardized training promotes a consistent understanding of best practices and professionalism across all Police Governance Boards.
- **Building Public Trust:** Demonstrating a commitment to ongoing learning and competence reinforces public confidence in the board's ability to provide effective and accountable civilian oversight.
- **Effective Oversight of Police Service:** Training helps board members understand the complexities of policing, enabling them to provide more meaningful oversight and strategic direction to the Chief of Police/Detachment Commander.
- **Strategic Board Effectiveness and Self-Evaluation:** Beyond compliance, continuous development enables boards to recognize their own strengths and weaknesses. With a growing expectation for boards to evaluate their effectiveness, targeted training becomes a critical tool for improving overall board performance and addressing identified gaps.

3. The Administrator's Role (How)

The administrator is absolutely critical in the administration and management of board member mandatory training and ongoing development. This role extends beyond mere coordination to active facilitation and strategic planning for board competence.

1. Understanding Training Requirements:

- **Stay Informed:** Proactively monitor official government publications, Ministry of the Solicitor General advisories, and PGO communications for updates on all CSPA sections and relevant regulations (e.g., O. Reg. 13/24) pertaining to mandatory training. Understand specific modules, content, completion deadlines, and any reporting requirements (refer to CSPA Section 27 and O. Reg. 13/24 Part II, Section 4).
- **Access Training Platforms:** Identify and understand how to access the designated training programs or materials provided or recommended by

the Minister or a designated body (e.g., Ontario Police College, PGO's online learning platforms, government portals).

2. Administration and Management of Mandatory Training:

- Onboarding for New Members: Immediately upon official appointment, provide new board members with comprehensive information and direct access to their mandatory training modules. Establish and utilize a clear onboarding checklist that explicitly includes training completion milestones.
- Tracking and Monitoring: Implement a robust tracking system (e.g., a spreadsheet or dedicated software) to record each board member's training progress, completion dates, and any required refreshers. This system is essential for demonstrating compliance to oversight bodies.
- Proactive Reminders: Send timely reminders to board members about upcoming training modules, deadlines for completion, and any ongoing refreshers required by regulation. Follow up with members who have not yet started or completed required training to offer technical assistance or identify any barriers they may be facing.
- Facilitating Access: Provide clear, step-by-step instructions for accessing online training platforms, registering for in-person sessions, or obtaining necessary login credentials. Ensure any required accessibility accommodations for members are met (e.g., alternative formats, assistive technologies).
- Record-Keeping: Securely maintain comprehensive records of training completion, including certificates, confirmation emails, and any related correspondence. These records are vital for demonstrating compliance during audits or reviews by the Inspector General of Policing.
- Reporting: If required by regulation (e.g., O. Reg. 13/24 Section 4(5)) or by the Minister, assist in accurately preparing and submitting reports on board members' training completion statuses.

3. Budgeting for Board Development:

- Budget Allocation: As highlighted in Chapter 5, the administrator should assist in ensuring the board's administrative budget adequately accounts for both mandatory and additional board development and training.
- Distinguish Training Costs: Clearly identify budgetary line items for:
 - Registration fees for mandatory training programs (if any are not publicly funded).

- Costs associated with additional, non-mandatory professional development (e.g., workshops on specific topics like financial literacy, human resources oversight, media relations, or strategic planning).
 - Travel, accommodation, and meal expenses for in-person training, conferences (like PGO's annual conference), or PGO zone meetings where board development occurs.
 - Fees for external experts or facilitators if the board opts for customized in-house training sessions.
 - Subscriptions to relevant governance resources or publications.
 - Strategic Investment: Advise the board on the value of investing in training that addresses identified skill gaps or supports strategic initiatives, ensuring funds are allocated for broader participation when appropriate.
4. Supporting Ongoing Professional Development & Competence:
- Identifying Needs: Work collaboratively with the Board Chair and members to identify ongoing training needs that extend beyond the mandatory requirements. This can be informed by the board's strategic goals, emerging issues in policing, community feedback, or identified skills gaps within the board.
 - Facilitating Board Self-Evaluation & Skills Assessment (Best Practice): The administrator can play a proactive role in supporting the board's efforts to evaluate its own effectiveness and identify areas for improvement. This includes:
 - Initiating Discussion: Help to structure regular discussions around board strengths, weaknesses, and collective learning needs.
 - Developing a Skills Matrix: Potentially support the development and maintenance of a skills matrix for board members. This matrix would document individual members' relevant experience (e.g., legal, financial, HR, community relations), employment backgrounds, and certifications, helping to identify collective "blind spots" or areas where additional training would enhance overall board competence.
 - Informing Training Plans: Use the results of such self-assessments and skills matrices to inform future training plans and to help articulate desired profiles for new board member recruitment.
 - Facilitating Public Outreach for Information Gathering:

- The administrator is crucial in organizing and supporting public outreach efforts that enable the board to gather critical community information. This information is vital for informing their strategic planning, understanding local needs for policing and community safety, and identifying areas where board member knowledge could be enhanced.
- This could include: coordinating public consultation meetings, facilitating community forums, supporting community surveys, or preparing summaries of public feedback for board review.
- Encouraging Local Orientation Programs (Best Practice): While mandatory training covers foundational requirements, boards are strongly encouraged to develop their own comprehensive orientation programs for new board members. These local programs go beyond the general CSPA training to introduce new members to the specific context of their board, community, and police service (e.g., local bylaws, key stakeholders, ongoing initiatives, board history). The administrator is key in championing, facilitating, and supporting the development of such tailored orientation programs. For guides and templates, refer to Appendix A: PGO Resources for Administrators.

5. Avoiding Common Pitfalls for Board Member Development & Training

Failing to prioritize and effectively administer board member training and development poses significant risks and squanders opportunities for effective governance.

- Benefits (Why do it well?):
 - Highly Competent and Effective Board: Well-trained members are confident, informed, and capable of fulfilling their complex oversight and governance responsibilities, leading to better board performance. This is amplified by proactive skills assessment and targeted development.
 - Stronger Board-Chief Relationship: A knowledgeable board can engage more constructively with the Chief of Police/Detachment Commander, leading to more productive collaboration and shared understanding of priorities.
 - Reduced Legal and Reputational Risk: Compliance with training mandates and a commitment to ongoing development significantly reduces the likelihood of governance failures, non-compliance penalties, or public criticism.
 - Increased Public Confidence: A board known for its dedication to continuous learning and competence builds greater trust within the community.

- Proactive Governance: Well-trained boards are better equipped to anticipate challenges, adapt to changing legislation or community needs, and provide proactive strategic direction, informed by self-evaluation.
- Risks (What happens if it's not done well, or at all?):
 - Non-Compliance and Penalties: Failure to ensure mandatory training completion can lead to formal non-compliance findings by the Inspector General of Policing, potentially resulting in directives, public reports, or other enforcement actions (refer to CSPA Section 27(6)).
 - Operational Disruption and Quorum Issues: If board members fall out of compliance with training requirements, they may be legally unable to sit as voting members, as per CSPA Section 27(4). This can make it difficult to meet quorum for meetings, hindering the board's ability to conduct official business, make timely decisions, and fulfill its mandate.
 - Increased Board Liability: Boards carry liability (and typically have insurance for this reason). Should issues arise that lead to an investigation (e.g., governance failures, policy breaches), and it is found that sitting board members were not trained or fell out of compliance, this significantly exacerbates the board's legal and reputational risk, potentially impacting insurance coverage and exposing the board and its members to greater adverse consequences.
 - Incompetent or Underperforming Board: Untrained or underdeveloped board members may struggle to understand their roles, ask relevant questions, or make informed decisions, leading to ineffective oversight. This is compounded if robust local orientation programs are not in place to bridge the gap between general training and specific board context. Furthermore, without regular self-evaluation and targeted skills development, boards may perpetuate internal weaknesses, leading to persistent inefficiencies or gaps in oversight.
 - Strained Relationships: A board lacking fundamental knowledge can create friction with the Chief of Police/Detachment Commander, municipal/First Nation councils, and the community.
 - Erosion of Public Trust: A board perceived as unprepared or uninformed loses credibility and public confidence, hindering its ability to effectively serve its community.
 - Missed Opportunities: Without ongoing development and proactive information gathering (e.g., through public outreach), the board may miss opportunities to identify critical community needs or develop innovative solutions for community safety and well-being.

CHAPTER 8: BOARD ESTABLISHMENT & TRANSITIONS

Topic: Facilitating the Formation and Smooth Transition of Police Governance Boards

1. The Requirement (What) & Board Type Applicability

- CSPA Reference: The Community Safety and Policing Act, 2019 (CSPA) outlines the framework for the establishment of various types of Police Governance Boards.
 - Section 26 (Municipal Boards): Addresses the establishment of municipal Police Governance Boards where a municipality maintains its own police service.
 - Section 32 (First Nation Boards): Deals with agreements for establishing First Nation Police Governance Boards, including the "opt-in" process for First Nations to establish their own police service and board under the CSPA.
 - Section 69 (OPP Detachment Boards): This crucial section mandates the establishment of OPP Detachment Boards for municipalities and First Nations that contract for policing services with the OPP. It specifies the composition and governance structure for these boards.
 - Regulations: Specific details regarding the process of establishment, initial appointments, and any transitional provisions may be found in accompanying regulations (e.g., O. Reg. 135/24, Composition of OPP Detachment Boards).
- Applicability by Board Type: This chapter is most directly applicable to OPP Detachment Boards as many communities are currently undergoing or have recently completed their formation. For Municipal and Opt-in First Nations Boards, the principles of smooth transition remain relevant during periods of new appointments or significant change.

2. Why This Matters (Why)

- Legal Compliance: Helping ensure boards are properly established according to CSPA requirements is fundamental to their legal authority and operational legitimacy.
- Effective Start-up: A well-managed establishment process helps ensure that a new board can become operational quickly and effectively, minimizing delays in fulfilling its mandate.
- Clarity of Roles and Relationships: The formation period is critical for establishing clear roles, responsibilities, and effective working relationships between the

board, the municipality/First Nation council, the OPP Detachment Commander, and the provincial Ministry.

- **Building Foundational Governance:** The initial phase is when foundational governance elements (bylaws, policies, budget) are set, impacting the board's long-term effectiveness.
- **Public and Stakeholder Confidence:** A transparent and organized establishment process helps build confidence among the public and key stakeholders in the board's ability to provide effective civilian oversight.
- **Mitigating Early Challenges:** Proactive planning and clear communication during establishment can help prevent common pitfalls such as misunderstandings, power vacuums, or procedural errors.

3. The Administrator's Role (How)

The administrator plays a central and indispensable role in facilitating the establishment of new boards and ensuring smooth transitions, particularly for the newly mandated OPP Detachment Boards. This involves significant coordination, information provision, and organizational development.

1. Understanding the Establishment Process:

- **For OPP Detachment Boards:** Become thoroughly familiar with CSPA Section 69, its associated regulations (e.g., O. Reg. 135/24, Composition of OPP Detachment Boards), and any Ministry of the Solicitor General guidelines regarding the mandatory formation of these boards. Pay close attention to deadlines for appointments, composition requirements (e.g., CSPA Section 69(3)), and initial meeting requirements.
- **For Municipal/First Nation Boards:** Even for existing boards, understanding the foundational CSPA sections (e.g., Section 26 or Section 32) that govern their existence is beneficial. This knowledge is crucial if there are discussions about amalgamations, significant structural changes, or if assisting a First Nation considering opting into the CSPA framework.

2. Facilitating Initial Board Formation (Especially for OPP Detachment Boards):

- **Coordination with Municipalities/First Nations:** Liaise closely with municipal clerks, CAOs, or First Nation band council leadership to coordinate local appointments to the board. Assist in ensuring public notices for appointments are issued as required by local bylaws or provincial guidelines. Work to confirm the names and contact details of all appointed members (both municipal/First Nation and provincial).

- Liaison with Provincial Appointments: While the Ministry manages provincial appointments, the administrator may support the board by tracking these appointments to help ensure a complete board is formed and to facilitate initial contact with provincial appointees.
 - Initial Meeting Logistics: Coordinate the first official meeting of the newly constituted board. This critical step includes:
 - Member Notification: Sending formal notifications to all appointed members, including date, time, and location/virtual link.
 - Drafting Initial Agenda: Preparing an initial agenda focused on foundational items such as: election of Chair and Vice-Chair (as per CSPA Section 36), adoption of procedural by-laws (CSPA Section 36(6)), review of the board's mandate, and discussion of immediate priorities (e.g., mandatory training commencement).
 - Logistical Setup: Ensuring the meeting space (physical or virtual) is ready, necessary technology is functioning, and any required accessibility accommodations are in place.
 - Providing Foundational Documents: Prepare and distribute essential documents to new members well in advance of or at the first meeting. This comprehensive package should include:
 - Relevant sections of the CSPA and associated regulations (e.g., O. Reg. 13/24, O. Reg. 135/24).
 - A draft of the board's procedural by-laws for adoption.
 - A copy of the board's mandate and any existing strategic documents.
 - Detailed information on mandatory training requirements (as per Chapter 6).
 - Contact information for all board members, the Detachment Commander/Chief, and key municipal/First Nation staff.
3. Utilizing the OPP Detachment Board Start-Up Checklist (A Key Resource):
- The administrator plays a pivotal role in guiding the new board through its initial operational phases. The PGO has developed a comprehensive OPP Detachment Board Start-Up Checklist, which is an invaluable, practical tool for ensuring all foundational elements are addressed systematically during the establishment phase.
 - This checklist provides a structured approach to critical areas for a new board, including:

- Recruitment and Appointments: Guidance on board composition, eligibility, diversity, and formal appointment processes.
 - Training and Orientation: Steps for mandatory training compliance, tracking, and the integration of local orientation programs.
 - Operational Guidelines: Key policies and bylaws to develop, such as terms of reference, meeting protocols, and public information posting requirements.
 - Funding and Budget: Considerations for securing board operational funding and planning for administrative costs.
 - Remuneration: Clarification on provincial appointee remuneration and considerations for other board members.
 - Collaboration with OPP: Strategies for establishing strong working relationships with the Detachment Commander, understanding operational plans, and reporting processes.
 - Transparency and Accountability: Reminders about ensuring board actions are transparent and members are accountable.
 - Ongoing Board Development: Guidance on continuous training, conflict resolution, and enhancing overall board competency.
 - Documentation: Best practices for maintaining records and managing information.
- This handbook provides an overview of these critical areas that an administrator will help facilitate. For the most current, detailed, and actionable steps to guide your board through its start-up, administrators are strongly encouraged to download and utilize the full OPP Detachment Board Start-Up Checklist directly from the PGO website.

4. Managing Board Transitions (New Appointments, Changes in Leadership):

- Onboarding for Individual Members: Beyond the initial formation, the administrator is vital in supporting the ongoing onboarding of individual new members throughout the board's lifecycle. This includes providing orientation materials (as per Chapter 6's best practices), facilitating introductions to existing members and the Chief/Detachment Commander, and helping ensure they understand existing policies, procedures, and the current strategic priorities of the board.
- Succession Planning Support: While ultimately the board's decision, the administrator can support discussions around succession planning for

board leadership (Chair, Vice-Chair) by providing historical context, outlining the responsibilities of these roles, and suggesting timelines for elections.

- Knowledge Transfer: The administrator plays a key role in helping ensure institutional knowledge is effectively transferred during changes in board composition or leadership. This might involve organizing exit interviews with outgoing members to capture insights, creating transition documents, and facilitating dedicated orientation sessions for incoming members with long-serving members or the Chief.
- Policy Review: Periods of transition are often opportune times to review and update key governance policies (e.g., procedural by-laws, code of conduct) to help ensure they remain relevant, effective, and align with any new legislative requirements or the board's evolving needs.

5. Avoiding Common Pitfalls for Board Establishment & Transitions

Failing to effectively manage the establishment of new boards or periods of transition can lead to significant governance challenges, operational delays, and a shaky foundation for board effectiveness.

- Benefits (Why do it well?):
 - Smooth and Efficient Launch: A well-managed start-up helps ensure the board can quickly move from formation to effective governance and oversight, minimizing delays.
 - Strong Foundational Governance: Proactive establishment of bylaws, policies, and clear processes sets the stage for a well-functioning and compliant board from day one.
 - Clear Relationships and Expectations: Early clarity on roles and responsibilities between the board, municipalities/First Nations, and the police service helps prevent future misunderstandings and disputes.
 - Enhanced Credibility: An organized and professional establishment process instills confidence in the board among stakeholders and the public.
 - Reduced Administrative Burden: Investing time upfront in a comprehensive start-up checklist and robust onboarding practices can save significant time and effort in the long run by preventing recurring issues.
- Risks (What happens if it's not done well, or at all?):
 - Delayed Operations/Ineffectiveness: A poorly managed establishment can lead to a board that struggles to get off the ground, cannot meet quorum,

or is unable to make timely decisions due to lack of procedures or understanding.

- Legal Non-Compliance: Failure to adhere to CSPA requirements for establishment (e.g., proper appointments, initial procedural by-laws) can lead to legal challenges or findings of non-compliance by the Inspector General.
- Role Confusion and Conflict: Ambiguity during the formation period can create lasting misunderstandings and conflicts between the board, funding bodies, and the police service regarding their respective authorities and responsibilities.
- Lack of Institutional Memory: Poor onboarding or knowledge transfer during transitions can lead to a loss of valuable institutional memory, potentially forcing new members to "reinvent the wheel" and increasing inefficiencies.
- Public and Stakeholder Frustration: Delays or disorganization in establishing a board can lead to frustration and a lack of confidence among the public and stakeholders who expect functional civilian oversight.
- Financial Mismanagement: Without clear processes for establishing the board's administrative budget and financial relationships from the outset, early financial missteps can occur, leading to waste or disputes.

CHAPTER 9: ESSENTIAL GOVERNANCE TOOLS & RESOURCES

Topic: Equipping Boards with the Foundational Instruments for Effective Governance

1. The Tools (What)

Essential governance tools and resources encompass the foundational documents, systems, and frameworks that enable a police service board to operate effectively, transparently, and in compliance with legislative requirements. These are the practical instruments that translate the board's mandate into actionable processes.

Key categories of essential governance tools and resources include:

- **Governing Documents:**
 - **Procedural By-laws:** Formal rules governing board meetings, decision-making, quorum, election of officers, and general conduct of business. These are often mandated (CSPA Section 36(6)).
 - **Code of Conduct for Board Members:** Outlines ethical expectations, conflict of interest provisions, and standards of behaviour for all board members (CSPA Section 37).
 - **Terms of Reference:** Especially for multi-community boards (as per Chapter 7), these define the board's scope, composition, and relationships with constituent municipalities/First Nations.
- **Operational Policies:**
 - **Financial Policies:** Covering aspects like expense claims, remuneration criteria, procurement, and acceptance of gifts/donations (as discussed in Chapter 5).
 - **Information Management Policies:** Addressing record retention, privacy, public access to information (e.g., CSPA Section 38(7) for policies), and data security.
 - **Communication Policies:** Guiding internal board communication, external public statements, media relations, and stakeholder engagement.
 - **Complaint Protocols:** Processes for handling public complaints about the board's governance or members (e.g., CSPA Part VI on Complaints).

- Human Resources Policies (for boards with their own staff): If the board directly employs administrative or other staff, policies related to hiring, performance, and workplace conduct.
- Strategic and Reporting Documents:
 - Strategic Plans: Outlining the board's long-term vision, goals, and priorities (CSPA Section 39(6)).
 - Annual Reports: Documenting the board's activities, achievements, and financial oversight (CSPA Section 41).
 - Diversity Plans: Detailing how the board addresses diversity in its composition and its oversight role (CSPA Sections 28, 30).
- Support Systems:
 - Record-Keeping Systems: Secure and accessible systems for minutes, resolutions, policies, financial records, and correspondence.
 - Communication Platforms: Secure email, shared drives, or online portals for board members and staff.
 - Templates: Standardized templates for agendas, minutes, reports, and resolutions.
 - Online Presence: A dedicated section on a municipal/First Nation website or a standalone board website for public access to required documents (meeting schedules, minutes, policies).

2. Why This Matters (Why)

- Foundation for Good Governance: Robust governance tools provide the essential framework for a board to operate efficiently, consistently, and ethically. They define authority, delineate processes, and articulate expectations.
- Legal Compliance and Accountability: Many of these tools (e.g., procedural by-laws, annual reports, public posting of policies) are explicitly mandated or implied by the CSPA and its regulations. Having them in place helps ensure the board is meeting its legal obligations and promotes accountability.
- Transparency and Public Trust: Clearly defined and publicly accessible policies demonstrate the board's commitment to openness, fostering public confidence and understanding of its operations. This is particularly important for CSPA requirements regarding public meetings and policy publication.
- Consistency and Fairness: Standardized policies and procedures help ensure consistency in decision-making and fair treatment for all members and stakeholders.

- **Risk Mitigation:** Well-developed governance tools help prevent misunderstandings, conflicts of interest, procedural errors, and legal challenges by providing clear guidelines and expectations.
- **Facilitating Smooth Transitions:** As discussed in Chapter 7, having established policies and robust documentation systems is crucial for effectively onboarding new board members and ensuring continuity during changes in leadership.
- **Operational Efficiency:** Clear guidelines help reduce ambiguity, streamline processes, and allow the board and its administrator to focus on strategic oversight rather than routine administrative issues.

3. The Administrator's Role (How)

The administrator is the central figure in supporting the board's development, maintenance, and utilization of essential governance tools and resources. Their proactive involvement is critical for helping ensure the board is well-equipped to meet its mandate.

1. Facilitating Policy Development and Review:

- **Initiate and Support:** Assist the board in identifying the need for new policies or the review of existing ones. This often involves proposing policy topics, researching best practices from other boards or governance bodies, and preparing draft policy documents for board discussion and approval.
- **Ensure Compliance:** Help ensure that all proposed and adopted policies and by-laws align precisely with the CSPA, its associated regulations (e.g., O. Reg. 13/24 for governance, O. Reg. 135/24 for OPP board composition), the Municipal Act, 2001 (if applicable), and any other relevant legislation.
- **Leverage PGO Templates:** Actively guide the board to utilize the "PGO Minimum Policies Tools/Templates" (refer to Appendix A). These pre-vetted resources can significantly expedite the development of foundational policies such as procedural by-laws (CSPA Section 36(6)), codes of conduct (CSPA Section 37), and financial policies.

2. Information Management and Accessibility:

- **Establish Robust Systems:** Work to set up and maintain efficient, secure, and accessible systems for documenting all board governance tools. This includes organizing digital and physical files for approved policies, procedural by-laws, strategic plans, annual reports, minutes of meetings, and resolutions. Use a clear version control system for all policy documents.

- Ensure Public Access: Help ensure that all documents required to be made public by the CSPA (e.g., meeting schedules, minutes, and operational policies under CSPA Section 38(7)) are easily accessible and prominently displayed on the board's designated public platform (e.g., municipal/First Nation website or dedicated board website). Ensure compliance with accessibility standards (e.g., AODA).
- Maintain Internal Accessibility: Ensure all board members have secure and easy access to all relevant governance documents and operational information, typically through a password-protected online portal or shared drive.

3. Supporting Compliance and Implementation:

- Policy Implementation: Assist the board in developing practical implementation plans for its adopted policies and by-laws. For example, for a new Code of Conduct, help plan how it will be formally introduced and reviewed annually.
- Monitoring and Reminders: Regularly review the board's activities and discussions to ensure ongoing compliance with its adopted policies and procedural by-laws. Provide proactive reminders or discreet advice to the Chair and board members as needed to help maintain adherence.
- Training Integration: Work to integrate knowledge of key board policies and governance tools into new member orientation and ongoing board development activities (as discussed in Chapter 6), ensuring all members understand their obligations and the board's operating framework.

4. Continuous Improvement and Resource Management:

- Stay Informed: Continuously monitor for changes in policing legislation, evolving best practices in civilian governance, and new resources, particularly those provided by the PGO. Subscribe to newsletters and participate in professional development opportunities relevant to governance.
- Resource Advocacy: Advise the board on the value of investing in relevant software (e.g., secure board portal software), training, or external expertise that could enhance their governance capacity (e.g., legal advice on complex policy drafting, governance consultants).
- Relationship Management: Maintain strong working relationships with municipal/First Nation clerks, legal counsel, and other police service board administrators to share best practices, exchange information, and help ensure consistency where appropriate across the sector.

5. Avoiding Common Pitfalls for Essential Governance Tools & Resources

Neglecting the systematic development and diligent management of essential governance tools creates significant vulnerabilities for a board, leading to inefficiencies, non-compliance, and erosion of trust.

- Benefits (Why do it well?):
 - Strong, Resilient Governance: A comprehensive suite of well-maintained governance tools provides a stable and predictable framework for board operations, making it more resilient to challenges and changes.
 - Full Compliance: Helps ensure the board consistently meets its legal and regulatory obligations, significantly reducing risks of non-compliance.
 - Enhanced Reputation and Public Trust: Transparency and professionalism, underpinned by clear and accessible policies, build strong public confidence in the board's integrity and effectiveness.
 - Efficient Operations: Clear policies and well-organized resources help streamline decision-making, reduce administrative burden, and prevent confusion or duplication of effort.
 - Empowered Board Members: Members are more confident and effective when they have easy access to clear guidelines defining their roles, authorities, and expected conduct.
 - Seamless Transitions: Robust documentation and well-established systems facilitate smoother onboarding of new members and leadership transitions, preserving institutional knowledge.
- Risks (What happens if it's not done well, or at all?):
 - Legal and Regulatory Non-Compliance: Failure to establish or maintain mandated policies (e.g., procedural by-laws, annual reports, public posting requirements as per CSPA Section 38(7)) can lead to findings of non-compliance by oversight bodies (e.g., Inspector General of Policing), with potential directives or penalties.
 - Governance Failures: A lack of clear policies can lead to inconsistent decision-making, internal disputes, power imbalances, and ultimately, a breakdown in effective governance.
 - Loss of Public Trust and Credibility: A board that operates without clear rules, lacks transparency, or cannot readily provide access to its governing documents will quickly lose the confidence of its community and among stakeholders.
 - Increased Administrative Burden: Without organized systems and templates, administrators may spend excessive time on reactive tasks,

searching for documents, or resolving procedural ambiguities, diverting resources from strategic support.

- Inconsistent Application: Absence of clear policies can result in ad-hoc decision-making, leading to perceptions of unfairness or bias.
- Vulnerability to Challenges: Boards lacking robust governance documentation may be more susceptible to legal challenges or public scrutiny regarding their processes and decisions.
- Erosion of Institutional Memory: Poor documentation practices can lead to a loss of valuable historical context and precedents, making it harder for future boards to learn from past experiences.

CHAPTER 10: THE EXECUTIVE DIRECTOR AND SENIOR BOARD STAFF – STRATEGIC LEADERSHIP AND BOARD DYNAMICS

Topic: Advanced Support for Board Effectiveness and Strategic Governance

1. The Executive Director's Distinct Role

For larger Police Governance Boards, the role of an Executive Director (ED) or similar senior staff (e.g., Chief Administrative Officer, Director of Board Services) transcends purely administrative support. This position is typically a strategic leadership role, often reporting directly to the Board Chair or the full Board, responsible for the overall management of the board's office and staff, and providing high-level advice and support to ensure the board effectively fulfills its complex civilian oversight mandate. While administrators (as described in previous chapters) focus on the meticulous execution of board operations, the ED provides strategic guidance, manages intricate stakeholder relationships, and oversees the board's strategic direction and internal dynamics.

Key distinguishing aspects of the Executive Director's role include:

- **Strategic Advisor:** Providing high-level, proactive advice to the Board and Chair on governance best practices, strategic planning, legislative interpretation, and emerging issues in policing and community safety.
- **Organizational Leadership:** Managing the board's own internal operations, including human resources (for board staff), financial administration of the board office, and internal policy development.
- **Board Development and Cohesion:** Leading initiatives to enhance board effectiveness, fostering a productive board culture, and facilitating resolution of complex internal board dynamics.
- **Advanced Stakeholder Management:** Representing the board in high-level discussions with government ministries, other police governance bodies (e.g., PGO, CACP), and major community groups.
- **Risk Management and Oversight:** Identifying and mitigating significant governance, reputational, and operational risks to the board itself.
- **Policy Development and Research:** Initiating and overseeing in-depth policy research and development that supports the board's strategic priorities.

2. Strategic Leadership and Board Development

The Executive Director is instrumental in elevating the board's strategic capacity and ensuring its continuous development beyond basic compliance.

- Supporting Strategic Planning:
 - Facilitating Strategic Retreats: Organize and facilitate strategic planning sessions or retreats for the board, helping to define the board's long-term vision, mission, and strategic priorities (refer to CSPA Section 39(6) regarding strategic plans).
 - Environmental Analysis: Provide the board with comprehensive environmental scans, trend analyses, and research on leading practices in police governance and community safety to inform strategic decision-making.
 - Performance Metrics: Assist the board in developing measurable performance indicators to evaluate its own effectiveness against its strategic goals and legislative mandate.
- Enhancing Board Effectiveness:
 - Governance Best Practices: Advise the Board Chair and members on evolving governance best practices, ethical considerations, and emerging trends that impact civilian oversight.
 - Facilitating Self-Assessment: Lead processes for the board to conduct regular self-assessments of its performance, identifying strengths, weaknesses, and areas for targeted development (as introduced in Chapter 6). This may involve formal surveys or facilitated discussions.
 - Tailored Development Programs: Identify and recommend specialized training or professional development opportunities for board members and staff that address specific skill gaps or strategic priorities (e.g., advanced financial oversight, human resources governance for Chief of Police selection, complex policy analysis).

3. Managing Board Dynamics and Conflict Resolution

A key challenge for any governing body is managing internal dynamics and potential conflicts. The Executive Director, with their understanding of governance and strong interpersonal skills, plays a crucial role in fostering board cohesion and resolving disputes.

- Fostering a Cohesive Board Culture:
 - Promoting Open Communication: Establish and champion norms for respectful, open, and constructive communication among board members, fostering an environment where diverse perspectives are valued.

- Building Relationships: Facilitate opportunities for board members to build rapport and understanding outside of formal meeting settings (e.g., informal gatherings, team-building exercises).
- Onboarding and Integration: Ensure that new board members are seamlessly integrated into the board's culture and dynamics, not just its administrative processes.
- Facilitating Conflict Resolution:
 - Early Identification: Be attuned to signs of tension or potential conflict among board members, between the board and the Chair, or between the board and the police service.
 - Neutral Facilitation: Act as a neutral party to facilitate discussions or mediate disagreements, helping parties to understand different perspectives and find common ground. This requires strong active listening, negotiation, and mediation skills.
 - Advising on Process: Advise the Board Chair on appropriate processes for addressing internal conflicts, consistent with the board's Code of Conduct (CSPA Section 37), procedural by-laws, and any relevant dispute resolution policies.
 - Addressing Ethical Concerns: If ethical concerns or Code of Conduct breaches arise among board members, guide the board through the appropriate internal or external processes for resolution, ensuring fairness and adherence to policy.

4. Advanced Stakeholder Engagement and Communication

The Executive Director often serves as a primary high-level liaison, managing complex relationships and strategic communications for the board.

- High-Level Liaison:
 - Government Relations: Act as a key point of contact and advocate for the board with provincial ministries (e.g., Ministry of the Solicitor General), associations like the PGO, and other levels of government on policy and legislative matters.
 - Chief of Police/Detachment Commander Relationship: Facilitate a strong, healthy, and professional working relationship between the board (especially the Chair) and the Chief of Police or Detachment Commander, ensuring clear communication of strategic priorities and expectations.
 - Community Leadership Engagement: Engage directly with senior community leaders, advocacy groups, and partner organizations to foster collaboration and gather insights that inform the board's strategic direction.

- Strategic Communications:
 - Developing Communication Strategies: Lead the development and implementation of the board's comprehensive communication strategy, ensuring alignment with its strategic goals and commitment to transparency.
 - Media Relations: Serve as a primary spokesperson for the board on non-operational matters or in collaboration with the Chief of Police/Detachment Commander. Manage media inquiries and prepare public statements.
 - Key Messaging: Ensure consistent and effective key messaging is disseminated across all board communications, reflecting the board's mandate, decisions, and commitment to community safety.

5. High-Level Risk Management and Oversight

Beyond compliance, the Executive Director's role involves a strategic assessment and mitigation of risks impacting the board's reputation, legal standing, and ability to fulfill its mandate.

- Identifying Governance Risks:
 - Proactive Assessment: Continuously monitor the external and internal environment for potential risks to the board, such as legislative changes, shifts in public opinion, financial vulnerabilities, or internal procedural gaps.
 - Risk Register: Develop and maintain a board-specific risk register that identifies potential risks, assesses their likelihood and impact, and outlines mitigation strategies.
- Ensuring Accountability and Performance:
 - Oversight Frameworks: Support the board in developing and applying frameworks for overseeing the police service's performance and accountability, consistent with the CSPA and the board's strategic plan.
 - Reporting to Oversight Bodies: Oversee the preparation and submission of comprehensive reports required by the Ministry of the Solicitor General or other provincial oversight bodies (e.g., Inspector General of Policing), ensuring accuracy and timeliness.
 - Legal and Financial Prudence: Work closely with legal counsel and financial advisors to ensure the board's actions and policies are legally sound and fiscally responsible, helping to protect the board and its members from liability.

APPENDIX A

RESOURCE MATERIALS FOR POLICE GOVERNANCE BOARD ADMINISTRATORS

This appendix provides a simple reference guide to the types of materials that Police Governance Ontario maintains for board administrators and executive directors. Because the resource library is expanding and will continue to evolve with the launch of the new PGO website and members portal, this appendix describes resource categories rather than listing specific documents. Administrators should regularly visit the members portal to stay up to date with the newest versions.

Resource Categories

- 1. General Resources for All Police Governance Boards**

These materials support administrators regardless of board type. They commonly include:

- Foundational governance guidance
- Orientation materials for new members
- Policy and procedural templates
- Guidance on public transparency, information posting, and meeting requirements
- Backgrounders on legislative obligations and updates to the Community Safety and Policing Act
- Practice notes and short guidance briefs that reinforce effective governance habits

- 2. Resources for Municipal Police Governance Boards**

These may include materials specific to the governance, reporting, and financial relationships that exist between a municipal police governance board and the municipal corporation. Examples include:

- Guidelines related to municipal budgeting and reporting pathways
- Templates or reference materials for supporting local policy development
- Guidance for administrators embedded within municipal structures or serving the board in an add-on capacity

- 3. Resources for First Nations Police Governance Boards**

As this area develops, materials will focus on the unique governance, cultural, and community considerations relevant to First Nations boards. Examples may include:

- Orientation supports tailored to First Nations policing agreements
- Templates or guidance on community engagement and local participation
- Foundational tools for building or strengthening civilian governance structures

- 4. Resources for OPP Detachment Boards**

These materials support boards operating within the OPP governance

framework. Examples include:

- Tools for board establishment and transition
- Sample terms of reference for multi-community structures
- Meeting and reporting templates suitable for shared governance environments
- Guidance on communication and coordination with multiple municipalities
- Summaries of administrative responsibilities unique to detachment-based models

5. Administrator Tools

This category includes practical tools to support day-to-day administrative responsibilities. Examples include:

- Templates for agendas, minutes, annual calendars, and action tracking
- Reference sheets outlining posting requirements and timelines
- Best practice notes for records management and privacy compliance
- Guides to board member onboarding and local orientation planning
- A mandatory training completion tracker for board members, to help ensure compliance with training requirements under the Community Safety and Policing Act

6. Governance Insights and Practice Notes

Short, accessible guidance notes that provide practical tips for governance issues that arise frequently. These serve as quick-reference supports that reinforce effective habits, clarify expectations, or highlight recurring problem areas.

7. Website and Portal Supports

As the PGO digital environment continues to develop, resources may include:

- Instructions for uploading required documents
- Posting checklists for meeting notices, minutes, and policies
- Guides to using the intranet or member portal for secure document sharing
- Updates on new features or reorganized resource areas

Administrator Reminder

Because the resource environment is evolving, administrators should periodically review the members portal for new or updated materials and confirm that board members have access to the most current versions. When the PGO website launches in its new format, the structure and naming of resources may change, but the categories listed in this appendix will remain relevant.

APPENDIX B

CAO AND BOARD CHAIR RESOURCING ASSESSMENT CHECKLIST

Purpose: This tool supports a joint evaluation of whether current administrative resourcing for the Police Governance Board remains appropriate, requires adjustment, or requires formal restructuring. It is intended to be completed collaboratively by the CAO (or equivalent municipal leader), the Board Chair, and the Administrator. Challenges often exist in both directions, so each party contributes.

TABLE 1. RESOURCING ADEQUACY ASSESSMENT

Assessment Area	Indicators of Effective Performance	Municipal Supervisor Assessment	Board Chair Assessment	Administrator Self-Assessment
Workload Capacity	Administrator workload is sustainable; deadlines consistently met; core tasks completed without crisis management.	<input type="checkbox"/> Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Below	<input type="checkbox"/> Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Below	<input type="checkbox"/> Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Below
Role Clarity	Roles and expectations are documented; responsibilities are understood by all parties; administrator is not assigned conflicting duties.	<input type="checkbox"/> Clear <input type="checkbox"/> Somewhat Clear <input type="checkbox"/> Unclear	<input type="checkbox"/> Clear <input type="checkbox"/> Somewhat Clear <input type="checkbox"/> Unclear	<input type="checkbox"/> Clear <input type="checkbox"/> Somewhat Clear <input type="checkbox"/> Unclear
Time Allocation	Administrator has adequate, protected time for Board duties (especially if the role is an add-on to an existing job).	<input type="checkbox"/> Adequate <input type="checkbox"/> Limited <input type="checkbox"/> Inadequate	<input type="checkbox"/> Adequate <input type="checkbox"/> Limited <input type="checkbox"/> Inadequate	<input type="checkbox"/> Adequate <input type="checkbox"/> Limited <input type="checkbox"/> Inadequate
Governance Competence	Administrator demonstrates strong procedural understanding, CSPA knowledge, document management, meeting support, and active governance literacy.	<input type="checkbox"/> Strong <input type="checkbox"/> Adequate <input type="checkbox"/> Needs Support	<input type="checkbox"/> Strong <input type="checkbox"/> Adequate <input type="checkbox"/> Needs Support	<input type="checkbox"/> Strong <input type="checkbox"/> Adequate <input type="checkbox"/> Needs Support

Assessment Area	Indicators of Effective Performance	Municipal Supervisor Assessment	Board Chair Assessment	Administrator Self-Assessment
Board Satisfaction	Board members report timely communication, well-organized meetings, clear documentation, and strong administrative support.	<input type="checkbox"/> High <input type="checkbox"/> Moderate <input type="checkbox"/> Low	<input type="checkbox"/> High <input type="checkbox"/> Moderate <input type="checkbox"/> Low	<input type="checkbox"/> High <input type="checkbox"/> Moderate <input type="checkbox"/> Low
Municipal/Organizational Fit	Administrator's municipal workload, job description, and capacity align with Board expectations and complexity.	<input type="checkbox"/> Well-Aligned <input type="checkbox"/> Partially Aligned <input type="checkbox"/> Misaligned	<input type="checkbox"/> Well-Aligned <input type="checkbox"/> <input type="checkbox"/> Partially Aligned <input type="checkbox"/> Misaligned	<input type="checkbox"/> Well-Aligned <input type="checkbox"/> Partially Aligned <input type="checkbox"/> Misaligned
Future Needs	Anticipated CSPA demands, increased reporting, population growth, Board activity level, or complexity require adjusted resourcing.	<input type="checkbox"/> Stable <input type="checkbox"/> Increasing <input type="checkbox"/> High Growth	<input type="checkbox"/> Stable <input type="checkbox"/> Increasing <input type="checkbox"/> High Growth	<input type="checkbox"/> Stable <input type="checkbox"/> Increasing <input type="checkbox"/> High Growth

TABLE 2. RESOURCING OPTIONS & PRELIMINARY RECOMMENDATION

Resourcing Model	When to Consider This Option	Municipal Supervisor View	Board Chair View	Administrator View
1. Maintain Current Arrangement	Workload is manageable; satisfaction levels high; no new legislative or strategic pressures.	<input type="checkbox"/> Support <input type="checkbox"/> Unsure <input type="checkbox"/> Do Not Support	<input type="checkbox"/> Support <input type="checkbox"/> <input type="checkbox"/> Unsure <input type="checkbox"/> Do Not Support	<input type="checkbox"/> Support <input type="checkbox"/> Unsure <input type="checkbox"/> Do Not Support
2. Update Municipal Job Description	Administrator duties regularly exceed job scope; governance expectations growing; accountability unclear.	<input type="checkbox"/> Support <input type="checkbox"/> Unsure <input type="checkbox"/> Do Not Support	<input type="checkbox"/> Support <input type="checkbox"/> <input type="checkbox"/> Unsure <input type="checkbox"/> Do Not Support	<input type="checkbox"/> Support <input type="checkbox"/> Unsure <input type="checkbox"/> Do Not Support

Resourcing Model	When to Consider This Option	Municipal Supervisor View	Board Chair View	Administrator View
3. Increase Allocated Hours or FTE Fraction	Workload is steadily increasing; timelines slipping; Board business becoming more complex.	<input type="checkbox"/> Support <input type="checkbox"/> Unsure <input type="checkbox"/> Do Not Support	<input type="checkbox"/> Support <input type="checkbox"/> Unsure <input type="checkbox"/> Do Not Support	<input type="checkbox"/> Support <input type="checkbox"/> Unsure <input type="checkbox"/> Do Not Support
4. Create a Dedicated Municipal Administrator Role	Board has consistent high-volume administrative needs; Board and municipality both see value in formalized governance support.	<input type="checkbox"/> Support <input type="checkbox"/> Unsure <input type="checkbox"/> Do Not Support	<input type="checkbox"/> Support <input type="checkbox"/> Unsure <input type="checkbox"/> Do Not Support	<input type="checkbox"/> Support <input type="checkbox"/> Unsure <input type="checkbox"/> Do Not Support
5. Establish a Board-Employed Administrator or Executive Director	Mature Board; high governance demands; independence beneficial; complex community or detachment context.	<input type="checkbox"/> Support <input type="checkbox"/> Unsure <input type="checkbox"/> Do Not Support	<input type="checkbox"/> Support <input type="checkbox"/> Unsure <input type="checkbox"/> Do Not Support	<input type="checkbox"/> Support <input type="checkbox"/> Unsure <input type="checkbox"/> Do Not Support

TABLE 3. IDENTIFIED CHALLENGES & OPPORTUNITIES

Category	Municipal Supervisor Input	Board Chair Input	Administrator Input
Current Challenges			
Operational Risks			
Opportunities for Improvement			
Training or Support Needs			

TABLE 4. FINAL JOINT RECOMMENDATION

Recommendation Category	Consensus Recommendation	Notes / Rationale
Resourcing Level	<input type="checkbox"/> Maintain <input type="checkbox"/> Increase Hours <input type="checkbox"/> Update JD <input type="checkbox"/> Add Dedicated Resource <input type="checkbox"/> Hire Board Employee	
Expected Timeline	<input type="checkbox"/> Immediate <input type="checkbox"/> Within 6 Months <input type="checkbox"/> At Next Budget Cycle <input type="checkbox"/> Long-Term	
Required Approvals	<input type="checkbox"/> CAO <input type="checkbox"/> Municipal Council <input type="checkbox"/> Board Resolution <input type="checkbox"/> Budget Committee	

APPENDIX C

QUICK REFERENCE GUIDE FOR BOARD CHAIRS

Purpose

This quick reference guide provides Board Chairs of police governance boards with a concise set of responsibilities, reminders, and best practices to support strong meeting leadership, strategic oversight, and effective relationships with the Administrator, the CAO, and the Chief or Detachment Commander. It is designed as an at a glance tool that Chairs can keep on hand to support consistency and confidence in fulfilling their leadership role.

Chair Responsibilities

The Chair holds critical procedural and leadership responsibilities that support the effectiveness and legitimacy of the police governance board. The following list summarizes the core expectations:

- 1. Meeting Leadership**

Ensure meetings follow the board's procedural by law.

Maintain order, support respectful discussion, and keep conversations aligned with agenda items.

Confirm quorum before meetings begin and throughout.

Call votes clearly, ensure motions are properly recorded, and confirm outcomes for the record.

- 2. Agenda Setting**

Work closely with the Administrator to develop clear, purposeful agendas.

Ensure items requiring decisions are flagged and supported with necessary background materials.

Prioritize strategic matters, mandatory requirements, and governance responsibilities.

- 3. Relationship Stewardship**

Serve as the primary liaison between the board and the Chief or Detachment Commander on governance matters.

Ensure communication between the board and municipal or First Nation leadership remains constructive and aligned to statutory responsibilities.

Work collaboratively with the Administrator and CAO when resourcing concerns or workload pressures arise.

- 4. Governance Oversight**

Champion adherence to the Community Safety and Policing Act.

Support regular review of bylaws, governance policies, and board procedures.
Promote board member development, ensuring mandatory training is completed and tracked.
Encourage ongoing self evaluation and reflect on the board's strategic performance.

5. Public Transparency

Ensure meeting notices, minutes, and required documents are made available to the public through the board's Administrator.
Model transparency and professionalism in all public communications.

6. Conflict and Conduct Management

Address conduct issues or Code of Conduct concerns promptly and fairly.
Seek procedural or legal guidance when needed.
Promote a culture of respectful debate and evidence-based decision making.

Chair and Administrator Partnership

The relationship between the Chair and the Administrator is foundational to an effective board. The Chair should rely on the Administrator for procedural guidance, legislative interpretation, meeting preparation, and follow up. Key expectations include:

Work collaboratively on agenda planning.

Consult the Administrator before meetings when procedural challenges are anticipated.
Respect workload limits and raise resourcing concerns through the CAO and Administrator using the joint assessment checklist in Appendix B.

Chair's Strategic Checklist

This checklist offers quick reminders the Chair can review monthly or before meetings.

Questions to ask yourself:

- Are agendas strategic, timely, and aligned with mandatory responsibilities.
- Is the board receiving the right information at the right time.
- Are meeting discussions drifting into operational matters that belong to the Chief.
- Has member training been completed and logged.
- Are policies current and accessible.
- Are minutes being approved and posted promptly.
- Have any issues been raised by the Administrator regarding workload, resourcing, or compliance.

Chair's Annual Responsibilities

At least once per year, the Chair should:

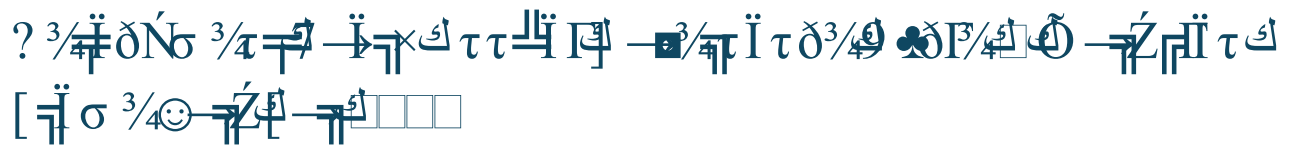
- Lead or support a board self evaluation process.
- Initiate the board's review of its procedural by law and governance policies.
- Ensure the Administrator is supported in bringing resourcing concerns forward.

- Review the CAO and Board Chair Administrative Resourcing Checklist (Appendix B).
- Confirm strategic priorities for the upcoming year.
- Validate mandatory reporting timelines and public posting requirements with the Administrator.

When to Seek Support

The Chair should seek guidance or additional support when:

- Meeting dynamics become unmanageable or conflict escalates.
- The board struggles to remain at the governance level.
- Legislative requirements are unclear or subject to dispute.
- Administrative workload becomes unsustainable.
- There are concerns regarding performance of the Chief or Detachment Commander that require structured oversight.



1.0 COVER SHEET

Purpose

This framework offers a practical calendar-year view of activities that OPP Detachment Boards may find helpful when planning and organizing their governance responsibilities.

Intended Use

Boards may choose to use this framework as an internal planning aid and reference tool to support their annual work. It can be customized to match local meeting schedules and updated yearly to track completion of key activities.

Key Pillars

Governance & Oversight | Performance & Accountability | Community Engagement | Transparency & Reporting | Continuity & Succession

Connection to PGO Resources

This framework complements the guidance and materials available through the PGO Member Portal and Governance Insights series. Boards are encouraged to visit these platforms for current examples, templates, and emerging best practices.

Disclaimer

This document is a voluntary planning aid. It is not a legal or regulatory requirement and does not replace any statutory obligations under the Community Safety and Policing Act (CSPA);

2.0 USER GUIDE

2.1 How to Use This Framework

1. Adopt annually: Boards may choose to confirm or update their annual workplan at the start of each year, using this framework as a reference if helpful.
2. Customize: Insert local meeting dates and assign responsibilities.
3. Track progress: Boards may find it helpful to note when activities have been addressed to support continuity and transition.
4. Cross-reference resources: Consult the PGO Member Portal and Governance Insights for complementary tools and examples.
5. Carry forward: Administrators may use the transition checklist at year-end to support continuity when board membership or leadership changes.

2.2 Meeting Cadence

The CSPA requires a minimum of four board meetings each calendar year. Boards determine their own meeting frequency in accordance with legislation and their procedural by-law. Some boards may choose to meet more frequently or hold informal briefings or working sessions between meetings, depending on their needs and capacity. Boards may find it helpful to meet more frequently or schedule working sessions between meetings to maintain oversight, engagement, and timely decision-making.

This framework illustrates how activities align during a multi-year Local Action Plan cycle, while allowing boards to confirm or refine their annual priorities.

2.3 Succession, Orientation & Continuity

Because board membership can change, maintaining continuity is important for effective governance.

Boards should:

- Review the previous year's outcomes each January.
- Provide board orientation to new members within 60 days of appointment including mandatory training requirements.
- Maintain a continuity binder (digital or physical) with key board governance records, such as bylaws, policies, meeting minutes, training records, performance evaluations and historical reports. Store confidential materials securely. Public-facing documents should be posted to the board website in accordance with the board's procedural by-law and applicable privacy requirements.
- Ask outgoing administrators and chairs to complete a short transition checklist each December.

2.4 Using This Framework with Other PGO Resources

Boards are encouraged to consult the PGO Member Portal and the Governance Insights library for practical examples, articles, and templates that align with this annual cycle.

These resources offer additional context, highlight common governance challenges, and provide examples of effective engagement and reporting practices.

3.0 ANNUAL GOVERNANCE CYCLE TABLE

Month / Quarter	Primary Focus	Board Deliverables & Decisions	Data / Evidence Required	Engagement & Communications	Governance & Policy Maintenance	DC Performance Review Milestone
January (Q1)	Direction & Continuity	– Confirm submission of previous-year DC evaluation to Regional Command (by Jan 30).	Previous Annual Report, DC performance summary, Local	Share a brief annual update with your municipal and community partners to confirm the	Approve annual board workplan; update continuity records.	Carry-forward submission of previous-year evaluation.

Month / Quarter	Primary Focus	Board Deliverables & Decisions	Data / Evidence Required	Engagement & Communications	Governance & Policy Maintenance	DC Performance Review Milestone
		<p>Review last year's board priorities, decisions, and any items carried forward. Confirm key insights from the DC evaluation for continuity.</p> <ul style="list-style-type: none"> - Share the prepared thank-you and new year message with municipal and community partners, highlighting planned focus areas and acknowledging contributions from the previous year. - Approve board priorities and annual meeting schedule. - Orient new members and confirm training plan. 	Action Plan results.	<p>board's focus areas for the year and how they align with the Local Action Plan. Boards may choose to use existing channels such as council updates, municipal newsletters, or the board website.</p> <p>Send "Thank-you" communications to partners; schedule year in review public update</p>	Approve the board's annual workplan (basically this document) and meeting calendar. Update continuity records (binder), including contact list, policy index, minute archive, and outstanding actions carried forward.	
February – March (Q1)	Planning & Alignment	<ul style="list-style-type: none"> - Confirm or refresh Local Action Plan with DC. - Approve board operating budget estimate for current year. - Identify training / conference participation. 	Confirm the board's operating budget approved by participating municipalities and review any new requirements or changes that may affect the annual work plan.	(Optional) Boards may choose to share updates or hold informal touchpoints with municipal or First Nation partners to support alignment with the Community Safety and Well-Being Plan and ensure awareness of local priorities. Participation and format should reflect local practice and capacity.	Review board bylaws for relevance or amendment needs.	Establish DC objectives and success measures for current year.
April – June (Q2)	Engagement & Reporting	<p>Receive Q1 operational report from DC and discuss trends.</p> <p>Consider offering a public check-in or communication touchpoint, such as posting a brief update, issuing a community message, or participating in a local meeting, to support transparency and awareness of board priorities.</p>	Operational data, community feedback, incident / traffic trends.	Confirm council reporting expectations and provide the Annual Report in the format preferred by each municipality or band council, whether written submission or delegation.	Ensure website posting of minutes / reports; review communications practices.	Conduct mid-year performance discussion with DC.

Month / Quarter	Primary Focus	Board Deliverables & Decisions	Data / Evidence Required	Engagement & Communications	Governance & Policy Maintenance	DC Performance Review Milestone
		<ul style="list-style-type: none"> – complete and approve the Board Annual report (for previous calendar year) for publication and dissemination to (by June 30). – Confirm attendance at PGO Spring Conference. 				
July – September (Q3)	Review & Risk Management	<ul style="list-style-type: none"> – Develop next-year board operating budget estimates and submit to funding partners(municipalities). – Receive Q2 operational report from DC and discuss trends. Receive updates from the Detachment Commander on community safety themes, local initiatives, and emerging issues that may impact the delivery of the Local Action Plan. Discuss any governance implications and document key observations. Confirm whether any board policy or communication adjustments are appropriate based on information received. – Undertake scheduled policy or bylaw reviews. – Confirm fall training plans. 	Financial data, risk / trend reports, operational updates.	Optional community engagement on emerging safety priorities.	Maintain policy review log and update records.	<p>Follow DC evaluation schedule with ensuring all documentation and information required for evaluation is available. Work collaboratively with your DC through this process</p> <p>Monitor DC progress against objectives; note themes for evaluation.</p>
October – December (Q4)	Evaluation & Transition	<ul style="list-style-type: none"> – Receive Q3 operational report from DC and discuss trends. –Complete DC year-end evaluation and provide feedback. – Prepare board transition notes and orientation package. – Conduct board self-assessment. 	DC year-end report, self-evaluation findings, community data.	Prepare Thank-you communications to partners; prepare year-end public update in anticipation of results.	Archive records; update continuity binder.	Finalize DC evaluation; prepare submission for Regional Command (by Jan 30).

Month / Quarter	Primary Focus	Board Deliverables & Decisions	Data / Evidence Required	Engagement & Communications	Governance & Policy Maintenance	DC Performance Review Milestone
		- Draft next-year priorities based on results and data.				

Additional Resources

Boards may find it helpful to refer to the PGO Member Portal and Governance Insights library for examples, articles, and templates that support effective governance and planning.

Optional Use Column for Boards Meeting Quarterly

Boards meeting four times per year can group activities by quarter:

1. Q1 – Planning & Alignment
2. Q2 – Engagement & Reporting
3. Q3 – Budget & Risk Review
4. Q4 – Evaluation & Transition

Interim virtual briefings or working sessions may be used to maintain progress between meetings.

4.0 APPENDICES

The following appendices provide supporting definitions, examples, and practical checklists to help boards adapt this framework to their local context.

Each appendix can be reproduced or customized by the administrator as needed.

Appendix A – Glossary of Key Terms

Term	Definition / Description
Administrator	The individual who supports the board with scheduling, agendas, records, and communication. Sometimes referred to in other contexts as a “board secretary”. This role supports governance functions and does not direct police operations.
Annual Report	The public document prepared by the board summarizing policing activities, outcomes, and priorities for the previous year. Must be provided to all municipal councils or band councils served by the detachment by June 30. This document requires both Board and OPP DC submission to be completed. (governance and operations)

Term	Definition / Description
Board Workplan	The approved annual schedule of board meetings, deliverables, and oversight activities. This framework can serve as the foundation for that workplan.
Community Safety and Well-Being (CSWB) Plan	The municipally led plan identifying local safety and well-being priorities. Detachment Commanders should align their Local Action Plan with this document.
Detachment Commander (DC)	The OPP officer responsible for managing operations within a detachment and reporting to the board on priorities, performance, and resource allocation.
Local Action Plan	The operational plan developed by the DC that outlines how local policing objectives and board priorities will be achieved.
Performance Review (DC)	The annual process used by the board to assess the Detachment Commander's leadership and operational results. The completed evaluation is submitted to Regional Command by January 30 of the following year.
Public Engagement	Any intentional activity that seeks input, feedback, or participation from the community to inform policing priorities or improve transparency.
Transition & Orientation	The process of handing over responsibilities, records, and context from outgoing to incoming board members and administrators to ensure continuity.

Appendix B – Sample Annual Workplan

(This sample is generic and can be edited by the administrator to include local meeting dates.)

Quarter / Month	Meeting Focus	Key Discussion Items	Decisions / Outputs
January (Q1)	Orientation & Priorities	Review previous year's results; approve annual meeting schedule; confirm DC performance submission.	Approved workplan and schedule. Confirm annual board meeting plan, schedule public sessions
March (Q1)	Planning & Budget	Review alignment with the multi-year Local Action Plan and Community Safety and Well-Being Plan and confirm understanding of the board's approved operating budget for the year.	Budget estimate confirmed; DC objectives approved.

Quarter / Month	Meeting Focus	Key Discussion Items	Decisions / Outputs
June (Q2)	Public Reporting	Review Annual Report draft; approve for release; confirm engagement follow-up.	Annual Report approved and published.
September (Q3)	Risk & Policy Review	Review financial trends; assess board resource issues; update policies.	Budget submission finalized; policy updates noted.
December (Q4)	Evaluation & Transition	Complete DC evaluation; conduct board self-assessment; prepare transition notes.	Evaluation submitted; transition checklist completed.

Appendix C – Administrator Checklist

(Designed for annual use · can be re-used each year)

Area	Task	Timing / Frequency	Status / Notes
Meeting Coordination	Prepare and circulate meeting schedule for the year.	January	
	Confirm quorum and meeting notices in accordance with procedural by-law.	Each meeting	
	Publish agendas and approved minutes to website / public record.	Ongoing	
Records Management	Maintain a continuity file or digital record containing bylaws, policies, minutes, schedules, workplans, and reports.	Ongoing	Internal governance reference
	Store confidential documents, such as performance evaluations and sensitive correspondence, securely.	Ongoing	Not for public posting
	Archive the Annual Report and confirmation of the DC review submission.	Annually	Retain according to board practice and legislative requirements

Area	Task	Timing / Frequency	Status / Notes
	Track statutory deliverables (Annual Report, DC evaluation).	January & June	
	Boards may find it helpful to note key statutory timelines, such as delivery of the Annual Report and the submission of the DC evaluation to Regional Command.	As required (for example, June and January)	For internal planning and continuity, confidential documents stored securely
Reporting & Compliance	Record attendance and training completion for all members.	Ongoing	
Reporting Awareness	Maintain log of board member orientation and ongoing training.	Ongoing	
	Ensure transition checklist is completed by outgoing administrator / chair.	December	
Training & Development			
Transition Preparation			

Appendix D – Transition & Orientation Checklist

This checklist supports smooth succession for both board members and administrators. It can be appended to meeting minutes in December and reviewed again in January.

Task / Information to Transfer	Responsible Person	Completed (✓)	Notes
Copy of current Procedural By-Law and Code of Conduct.	Outgoing Administrator		
Previous year's Annual Report and Local Action Plan.	Outgoing Administrator		
Current board meeting schedule and contact list.	Outgoing Administrator		
Outstanding actions from previous workplan or resolutions.	Outgoing Chair		
Record of DC performance review submission (date and outcome).	Outgoing Chair		
List of current policies and policy review schedule.	Administrator		
Log-ins and access to PGO Member Portal / communication channels.	Administrator		
Orientation package provided to new members (within 60 days of appointment).	Administrator		
Confirmation of training requirements for all members and upcoming sessions.	Administrator		
Continuity binder updated and stored in secure location.	Administrator		

Appendix E – Board Self-Assessment Prompts

(Optional tool that can be used as part of the board's annual review report as part of the Q7 recap of the previous year and work to establish priorities for the coming year. – term))

At the end of each year, boards may find it helpful to discuss:

- Did the board fulfill its statutory responsibilities (Annual Report, DC oversight, transparency)?

- Were meetings productive, inclusive, and focused on governance rather than operations?
- Did members receive the training and information needed to make informed decisions?
- How effectively did the board engage the community?
- What priorities or improvements should carry forward into next year's workplan?

Responses to these prompts can inform orientation discussions and future development needs.

Solicitor General

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132-2025-4814

By email

December 11, 2025

To Chiefs of Police, Chairs of Police Service Boards and OPP Detachment Boards:

As we approach this upcoming holiday season, many communities across the province will be gathering in important community settings to celebrate together. Many of these same communities have been impacted by hate crimes over the past few years and sadly, we have witnessed special holidays that have been marked by incidents of hate.

As part of my duties under section 3 of the [Community Safety and Policing Act, 2019](#) (CSPA) to advise police services, police service boards and OPP detachment boards, the purpose of this letter is to share information about public safety initiatives undertaken by the Ministry of the Solicitor General to address a key priority: **combatting and preventing hate-motivated crimes through dedicated enforcement and investments.**

Preventing and addressing alleged hate crimes should continue to be a priority for law enforcement. This includes planning for and responding to incidents related to disturbances, violence, mischief, harassment, intimidation and other behaviours which appear to be motivated by hate. The government takes this issue very seriously and is committed to building an Ontario where everyone belongs and feels safe to contribute to our shared success.

The ministry offers several grant programs that are primarily available to police services and boards, in collaboration with partners such as First Nations, as well as municipal and community organizations, to undertake initiatives focused on community safety and well-being, including addressing hate-motivated crime.

This includes the **Hate Crimes and Extremism Investigative Team (HCEIT) Grant program**, which supports a network of 19 municipal police services, as well as the Parliamentary Protective Services in Ottawa and the Ontario Provincial Police (OPP) that provides specialized investigative support to police services in Ontario on matters involving hate propaganda, the promotion of genocide, hate crimes and criminal extremism. Recently, the ministry increased the HCEIT allocation to \$1.25 million in 2025-26, which will improve HCEIT's capacity to investigate and enforce, enhance partnerships, increase capacity for collaboration to develop local community safety and well-being initiatives and reduce crime across Ontario.

.../2

Additionally, the Ontario government is investing more than \$2 million over two years through the **Safer and Vital Communities (SVC) Grant** to help communities combat hate crime. The funding is supporting 15 community-based organizations, in collaboration with their police partners, to implement local projects that tackle discrimination, foster greater inclusiveness and address the increase of hate crime in Ontario.

And lastly, the **Community Safety and Policing (CSP) Grant** provides eligible police services/boards and municipalities policed by the OPP with flexibility to implement initiatives that address policing needs and priority risks related to safety and well-being. Under the current 2025-26 CSP Grant cycle, the ministry is allocating approximately \$91.2 million across two funding streams:

- Under the Local Priorities Funding Stream of the grant program, approximately \$74.8 million is being allocated to help police services/boards address priority issues identified in their communities, which can include hate crimes. Under this stream, the government is investing approximately \$1.2 million towards three projects that address hate-motivated crime.
- Under the Provincial Priorities Funding Stream, approximately \$16.4 million is being allocated to address province-wide priorities, which include gun and gang violence, sexual violence and harassment, human trafficking, mental health and addictions, housing and homelessness, commercial/retail theft and hate-motivated crime (priorities may differ each grant cycle). Under this stream, the government is investing approximately \$2.2 million towards four projects that address hate-motivated crime.

The Ontario Police College (OPC) delivers a Hate Crime Investigator course designed to assist police in advancing their knowledge and ability to respond effectively to hate-motivated crime, hate-motivated incidents and violent extremism. The OPC also delivers hate crime training to recruits through the Basic Constable Training program. The goal of the training is to ensure that new police officers have the skills, knowledge and attitudes to effectively respond to victims of hate crimes in a trauma-informed manner while acknowledging potential vulnerable groups and their own implicit biases.

Additionally, in partnership with the Ministry of the Attorney General, the OPC released online educational training for all police officers entitled “The Complexities of Hate: A Primer for Law Enforcement”, which is designed to help learners understand what hate is from a legal perspective and to respond to these incidents and offences in a way that recognizes the varying nuances of trauma for individuals and communities who have experienced hate.

To assist police services, the Ministry of the Solicitor General is currently reviewing and updating over 80 guidelines on topics such as Intimate Partner Violence, Hate Crimes and Vehicle Theft from the former Policing Standards Manual as part of developing a new Policing Guidance Manual to ensure that ministry guidance to police services is in alignment with the requirements under the CSPA, as well as the current and emerging policing needs of communities in Ontario. As part of this process, the ministry has been engaging with various subject matter experts and policing stakeholders such as the Ontario Association of Police Service Boards, Indigenous Police Chiefs of Ontario, Ontario Association of Chiefs of Police and the Police Association of Ontario. Once each guideline has been finalized, they will be shared through All Chiefs Memos.

Thank you for your continued leadership and commitment to protecting our communities. Your work and dedication are important in advancing shared priorities and strengthening public safety across Ontario.

Sincerely,

A handwritten signature in blue ink, appearing to read "Michael S. Kerzner", with a long, sweeping horizontal line extending to the right.

The Honourable Michael S. Kerzner
Solicitor General

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

Email dated 11.12.2025

Wilcox, Keegan (OPP)

Dec 11,
2025,
9:36 AM

to Nigel, Tim, Moiken, Don, Stellina, Margaret, Joe, me, Lynn

Good morning,

Sharing for the Boards awareness. The RIDE Grant funding has finally been released. As you can see below, we have about \$20,000 to share amongst the 5 municipalities each year for the next 4 years. We will come up with a schedule at the detachment level and ensure that all 5 municipalities see an equitable distribution. To put into context what this will look like, our paid duty rate is \$63.27 per hour for 1 officer. Each paid duty must be a minimum of 4 hours and will consist of 2 officers.

Nothing is required of the board; I am just sharing for an awareness. We take care of the administration and reporting with the Ministry. If you have any questions or concerns, please don't hesitate to reach out. Also, I think it's important to note that this communication is internal only. The Ministry will likely provide a public announcement in the coming weeks.

Thank you,

Keegan

Keegan Wilcox – Inspector – Detachment Commander | South Bruce | Ontario
Provincial Police
C: 519-379-3960 | W: 519-396-3341 | VNET 506-3910 | Email: keegan.wilcox@opp.ca

OPP South Bruce Detachment
Detachment Commander: Keegan.Wilcox@opp.ca

Good afternoon,

The Ministry of the Solicitor General (ministry) is pleased to inform you that the application from **OPP South Bruce Detachment** for the **2025-2029 Reduce Impaired Driving Everywhere (RIDE) Grant** (four-year grant cycle) has been approved, with the following annual allocations.

Detachment Allocation: **OPP South Bruce Detachment**

- **Year 1 – 2025-26: \$22,452.20**
- **Year 2 – 2026-27: \$21,884.21**

- **Year 3 – 2027-28: \$21,881.90**
- **Year 4 – 2028-29: \$21,882.72**

This grant is intended to enhance the regular RIDE program currently being conducted by **OPP South Bruce Detachment** to offset the costs for RIDE Grant paid duty assignments carried out between April 1st and March 31st of each fiscal year.

Important Note

As in the previous grant cycle, OPP-policed municipalities will not be required to enter into a Transfer Payment Agreement (TPA) with the ministry. To enhance efficiency and reduce administrative burden, a Memorandum of Understanding (MOU) will be established between the Public Safety Division and the OPP to facilitate the disbursement of funds for RIDE Grant paid duties undertaken by OPP detachments in OPP-policed municipalities.

Funding will be allocated and tracked by detachments in accordance with the reporting and payment schedule outlined in the MOU. Since municipalities will not be involved in the funding process, no credits or adjustments will be issued. OPP detachments will deliver RIDE programs within their jurisdictions based on identified priorities, ensuring municipalities continue to benefit from enhanced service without incurring additional administrative responsibilities.

At this time, we kindly request that you keep this information confidential until such time as the ministry decides to make a formal announcement regarding the funding. Please note however, that communications with grant partners (e.g., joint applicant municipalities, detachment boards) is permitted.

Thank you for your cooperation, and please do not hesitate to contact Yoko.Iwasaki@ontario.ca and/or Karina.Garcia@ontario.ca should you have any questions.

Best Regards,
RIDE Grant Team

QUARTERLY NEWSLETTER

WWW.OAPSB/NEWS/NEWSLETTER



October – December 2025

Top Features

Message from Chair

Message from Executive Director

Board Information Update

Message from the IoP

News from our Partners

Events & Engagement



Message from the Chair

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

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

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

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

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



Sincerely,

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

Message from the Executive Director

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

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

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

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

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

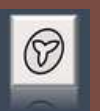


Lisa Darling, M.O.M.
Executive Director,
Ontario Association of Police Service Boards

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

Follow Along & Connect

Look for Our App available for iPhone and Android



Stronger Oversight: Ideas for Boards

Ontario's governance system is evolving, and boards are at the center of that change. Municipal Boards, OPP Detachment Boards, and First Nations Boards each face distinct challenges, but all share the goal of stronger oversight and safer communities. This section highlights the most pressing priorities and practical steps boards can take right now.

Municipal Police Service Boards

Key Governance Priorities for This Quarter

Use Inspectorate Decisions as learning tools

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

Stay grounded during budget approval season

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

Understand the significance of Section 2.20

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

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

Strengthen transparency as community expectations rise

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

Make use of the Governance Insights series

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

OPP Detachment Boards

Moving from Formation to Function

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

For Boards Still Getting Organized

Finalize the essential governance tools

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

Reinforce understanding of the board's role

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

Build visibility across the detachment

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

For Boards Advancing Their Governance Work

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

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

Anchor discussions in Community Safety and Well-Being plans

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

Connect to the local action planning cycle

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

Strengthen documentation and compliance

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

Current Priorities for All Detachment Boards

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

Use available supports

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

First Nations Police Boards

Strengthening Governance Across Different Legal Pathways

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

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

For Boards Operating Under the CSPA

Align oversight with community priorities

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

Strengthen documentation and transparency

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

Coordinate across jurisdictions

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

For Boards Operating Outside the CSPA

Maintain strong governance structures

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

Align community safety priorities with governance work

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

Document processes and decisions

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

Shared Priorities for All First Nations Boards

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

OAPSB Support

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



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

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

These decisions result from two types of investigations:

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

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

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

Call for Photos!

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

Tools and Resources

[Visit the Member Portal](#)

Preparing for the Transition to Police Governance Ontario (PGO)

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

A streamlined website and portal are on the way!

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

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

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

Governance Insights: new content available

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

Stay connected through the mobile app

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

Help keep your board connected

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



1. Got an Idea for a topic?
2. Want to feature your board in upcoming newsletters?
3. Can't find what you're looking for?
4. Have you checked our new Governance Insights Blog?

emailcommunications@oapsb.ca

Events & Engagement

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

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

Why the shift

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

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

What this means for boards

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



Member Discussion Groups

Discussion Groups remain one of the most effective ways for boards to share challenges and find solutions together. Whether it's navigating the CSPA, preparing budgets, or improving community engagement, these sessions connect members with peers who face the same issues. These sessions are free with your membership but registration is required. Upcoming dates and registration are available through the Member Portal.

A flyer for Discussion Groups. It features a photo of three people in a meeting. The text includes: "DISCUSSION FORMAT", "Updates" (Any previous open follow-up items and answers. Updates from Ministry & IOP), "Best Practice Sharing" (Share and learn from your peers. Ask questions that are top of mind for your board), "Discussion Groups" (The Ontario Association of Police Service Boards (OAPSB) invites you to participate in our enriching discussion groups. By engaging in meaningful conversations with fellow community members, experts, and stakeholders, you can exchange valuable ideas and knowledge, share your insights, and learn from others' experiences), "Staying informed is another significant benefit of joining our discussion groups. You'll be up-to-date with the latest developments, trends, and challenges in policing, gaining access to exclusive information and resources that can help you make informed decisions.", "Not a member of the OAPSB? Contact us for more information.", "EVERY 3RD WEEK Monthly 12:00PM", "TUESDAYS Admin & Municipal Staff", "THURSDAYS Board Members".

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



Partner Perspective

30Forward: Advancing Women in Policing

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

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

- Durham Regional Police Service
- Peel Regional Police
- York Regional Police
- Toronto Police Service
- Ottawa Police Service
- Waterloo Regional Police Service
- Halton Regional Police Service
- Niagara Regional Police Service
- Hamilton Police Service
- Sudbury Police Service
- Guelph Police Service
- London Police Service
- Owen Sound Police Service
- OPP



[Learn more at 30Forward.ca](https://30Forward.ca)

A call to action

We encourage all police services in Ontario that have not yet taken the 30Forward Pledge to consider joining this collective effort. The pledge is a practical way to demonstrate commitment to equity, modern policing practices, and a healthier, more inclusive workplace culture.

Boards, chiefs, and municipal leaders all play an important role in shaping this change. If your service is ready to move forward, now is the time to connect with the 30Forward team and add your name to the growing list.

BENEFITS

Why Membership Matters More Than Ever

As we move toward the transition to Police Governance Ontario, membership has never carried more practical value. Boards that remain active members gain access to tools, protections, and sector insights that directly support their ability to meet legislative responsibilities and strengthen governance at the local level.

Governance protection for your board

Board Indemnification Insurance (Group Program)

OAPSB members have exclusive access to a group insurance program designed to protect police services board members in the event of legal action related to their governance role.

- Lower cost than purchasing standalone municipal coverage
- Consistent protection across all board members
- A significant benefit for OPP detachment boards that lack municipal administrative infrastructure

For many boards, this one benefit more than justifies the cost of membership.

Personal benefits for individual members

Medallion Home and Auto Insurance Program

Members also gain access to the Medallion Group Home and Auto Insurance Program through McFarlan Rowlands.

- Discounted rates
- Flexible payment options
- Dedicated member service
- Available to both sworn and civilian board members

This is a personal perk that adds value for every individual on the board, not just the board as an entity.

Tools and support you can't get anywhere else

- Full access to Governance Insights
- Board templates, policies, and oversight tools
- Member Portal access with upcoming PGO enhancements
- Discounted rates for training and events,
- Direct updates on Inspectorate expectations, legislative changes, and sector trends
- A community of peers across the province for discussion, problem-solving, and shared learning

A simple reminder

Invoices have been sent, and renewal ensures uninterrupted access to member-only supports as we prepare for the transition to PGO. If your board has not yet renewed, now is an ideal time to secure your benefits for the year ahead.

Also as a reminder, you will need to submit the names and contact details of board members for our confidential data base and proof of insurance.

Connect & Learn More

Final Thoughts

As we move toward the transition to **Police Governance Ontario**, boards and administrators across the province are preparing for a new year of expectations and opportunities. This is a good moment to take stock of where your board stands, confirm you have the right supports in place, and make sure your governance foundation is ready for 2026.

Strong governance depends on clear roles, strong administrative support, and consistent communication. With that in mind, we are pleased to highlight two important developments that will help boards move forward with more confidence.

New Administrator Handbook

The new Administrator Handbook is now available to all members. This resource brings together the core responsibilities of the board administrator role, along with practical tools, templates, workflows, and guidance to help support compliance under the Community Safety and Policing Act.

If your board has a dedicated administrator, or if administrative tasks are shared among members or municipal staff, this handbook can help create clarity and consistency across meetings, records, communication, and reporting. We encourage all boards to download it, share it, and use it as part of your onboarding and orientation process.

New Social Media Channels Coming Soon

As part of the transition to Police Governance Ontario, new LinkedIn, Facebook, and Instagram channels will be launched in early 2026. These platforms will feature updates, events, sector insights, and stories from boards across Ontario. This is where your photos matter.

If your board has images from meetings, swearing in ceremonies, community events, or engagement activities, please consider sharing them with us. Make sure anyone in the photo has agreed to its use. Real images help us show the work of police governance in a way that stock photos never can.

Quick Actions for Boards Right Now

- Download and review the new Administrator Handbook
- Share your board photos for use on the website, newsletters, and social media
- Confirm board member contact information is current in our database
- Review Community Safety and Well Being plans and upcoming local action planning
- Ensure meeting minutes and public materials are posted in an accessible format
- Reach out if your board needs support with governance, policy updates, or training

Staying Connected

- Visit the OAPSB website and Member Portal for resources and Governance Insights
- Use the mobile app for updates, tools, and quick access to materials
- Watch for announcements about PGO social media and website launch
- Contact us any time for governance support or training needs

Together we are building stronger, more connected, and more confident police governance across Ontario.

FINAL REPORT

Police Recruitment Campaign Collaborative Working Group



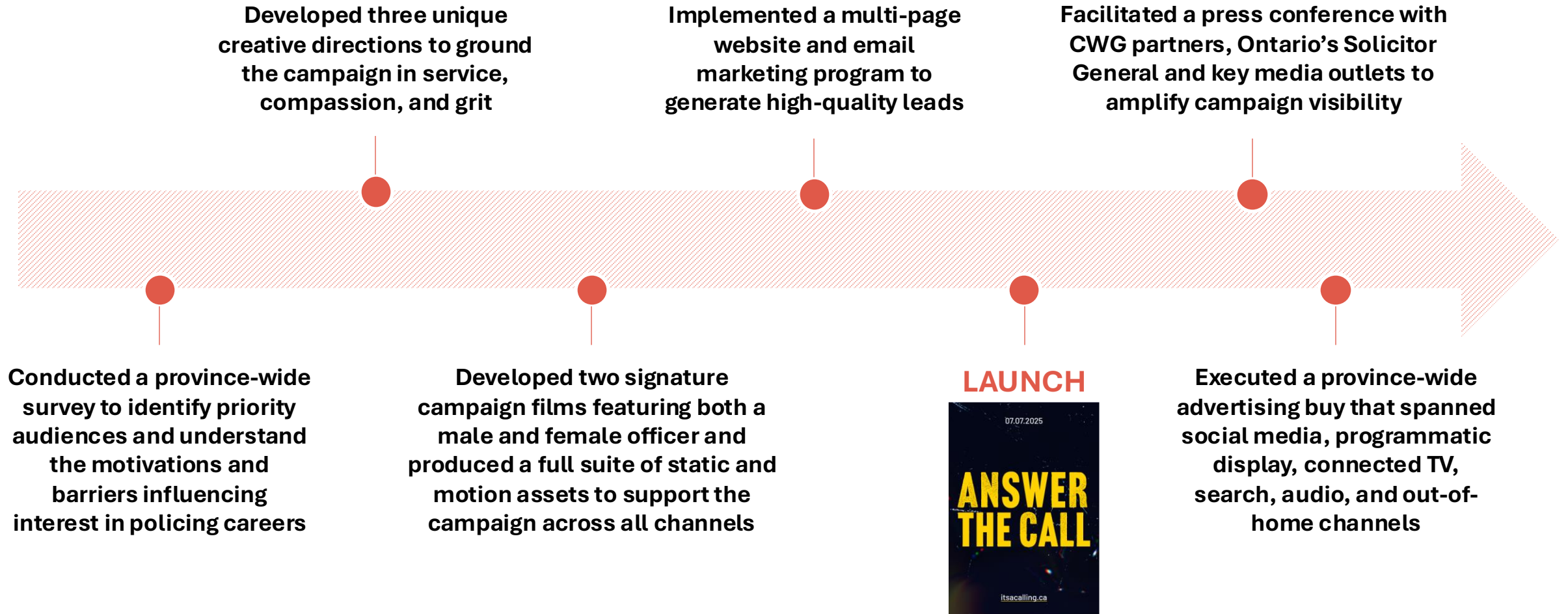
THE GOAL

Develop and implement a bold, creative provincial marketing strategy to promote and recruit individuals into policing careers in Ontario.



**ANSWER
THE CALL**

From vision to reality



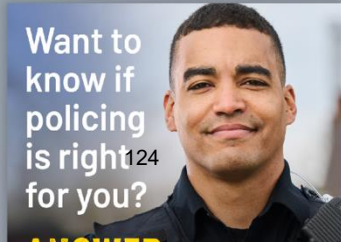
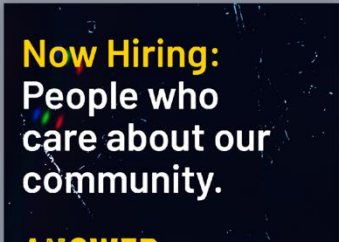
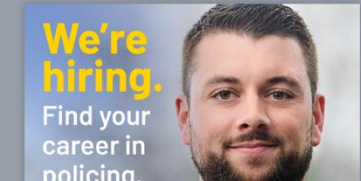
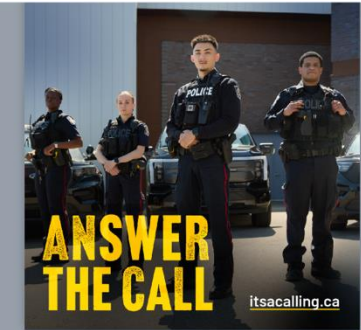
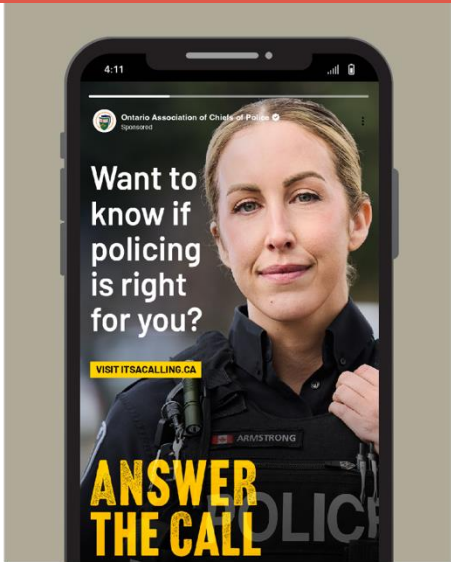
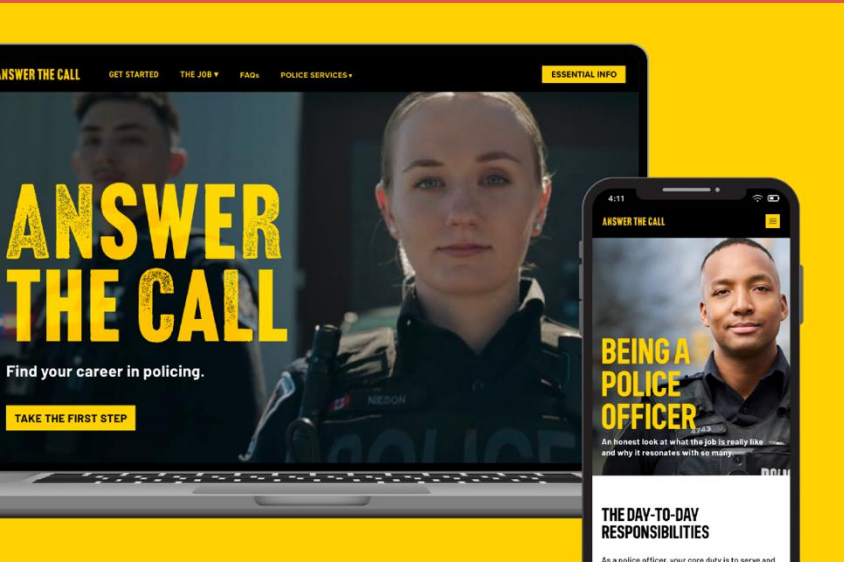
OVERVIEW

Who we spoke to and where we reached them



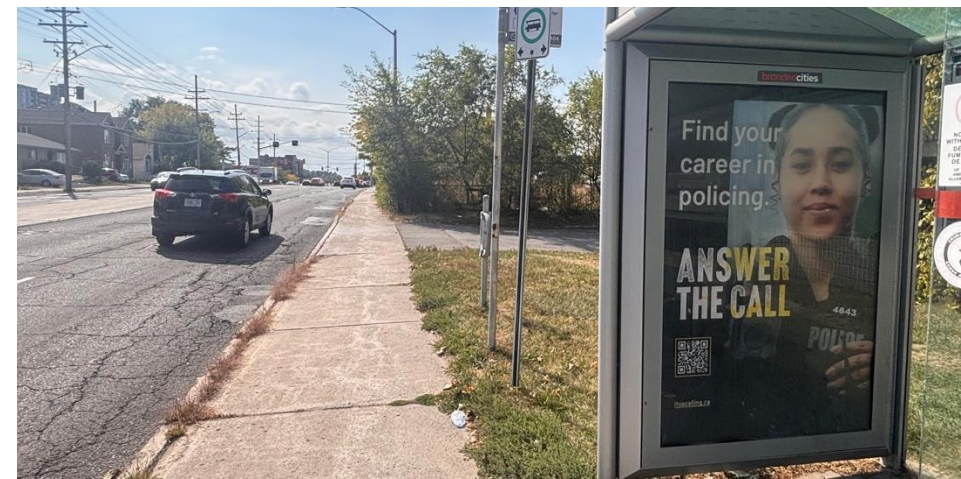
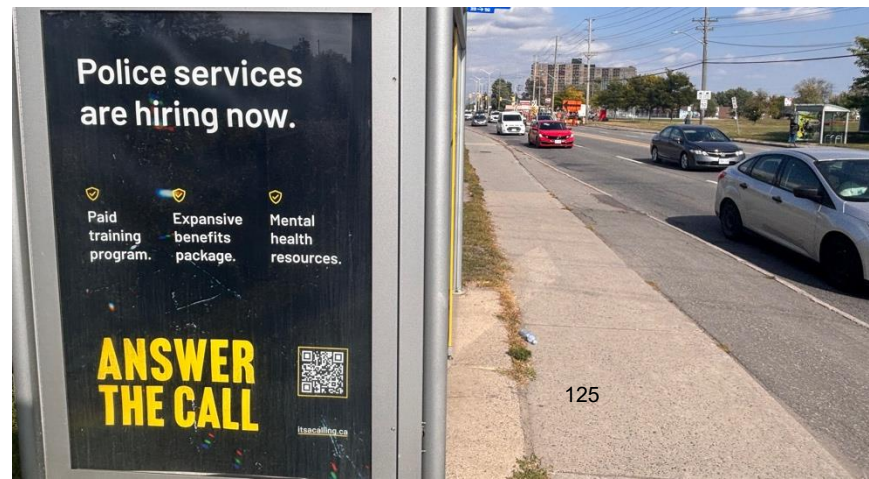
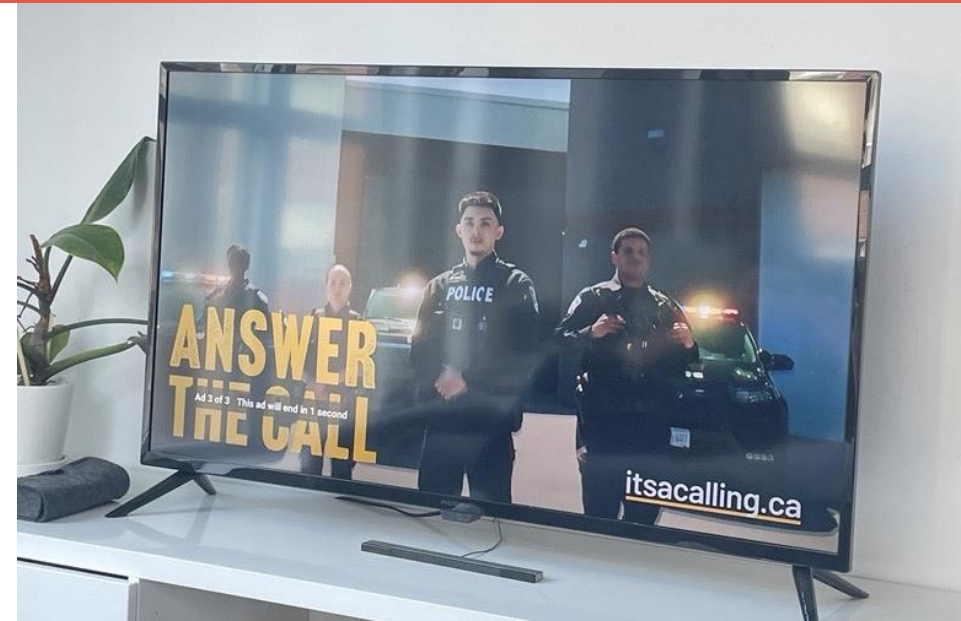
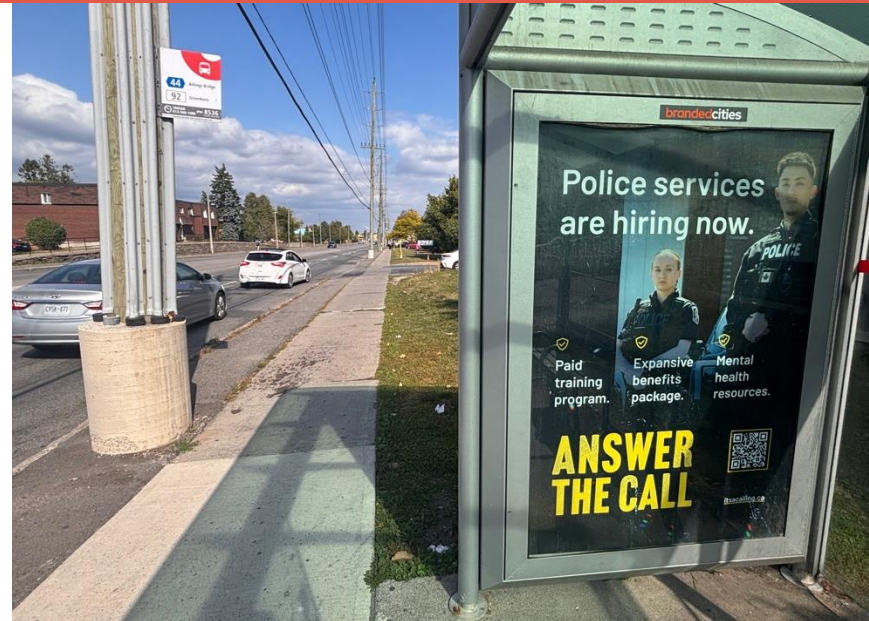
OVERVIEW

Delivering a diverse range of creative

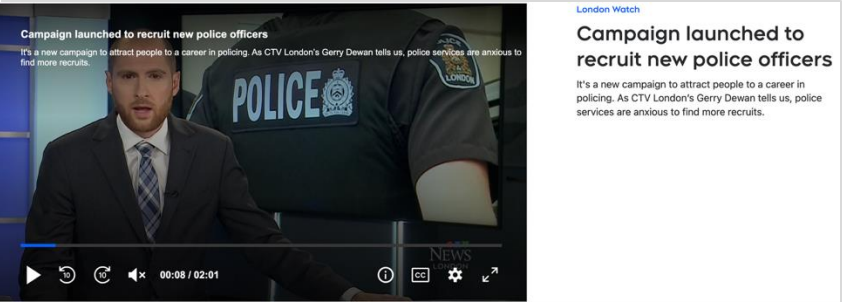


OVERVIEW

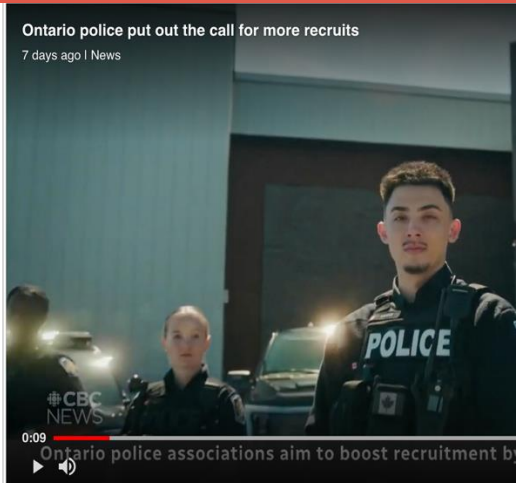
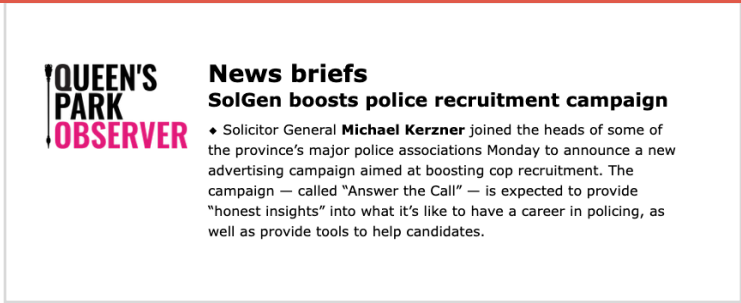
Advertising in action



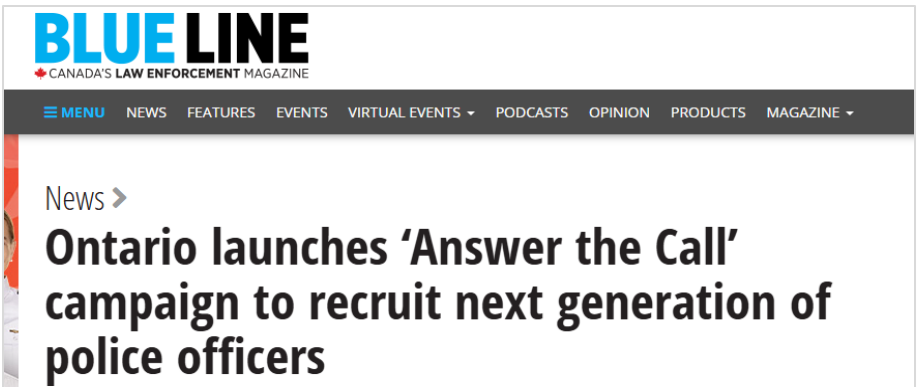
Broad and sustained media coverage



Provincewide police recruiting campaign to benefit Waterloo Region



Ontario police put out the call for more recruits



Digital performance was very strong

This section highlights our core metrics across social and digital channels, offering a clear view of how campaigns under our direct control and daily optimization performed. We have included a breakdown of the out-of-home spend (transit shelters + radio) in the appendix of this report. **Spends below are PRE-TAX.**

Social media	<div>\$441,152</div> <div>Amount spent</div>	<div>105,780,555</div> <div>Impressions generated</div>	<div>\$4.17</div> <div>Cost per 1k impressions</div>	<div>862,860</div> <div>Clicks generated</div>	<div>\$0.51</div> <div>Cost per click</div>
Digital (programmatic + audio)	<div>\$349,121</div> <div>Amount spent</div>	<div>41,540,453</div> <div>Impressions generated</div>	<div>\$8.40</div> <div>Cost per 1k impressions</div>	<div>144,222</div> <div>Clicks generated</div>	<div>\$2.42</div> <div>Cost per click</div>
TOTAL	<div>\$790,273</div> <div>Amount spent</div>	<div>147,321,008</div> <div>Impressions generated</div>	<div>\$5.38</div> <div>Cost per 1k impressions</div>	<div>1,007,082</div> <div>Clicks generated</div>	<div>\$0.79</div> <div>Cost per click</div>

Our campaign exceed expectations

Overall, the campaign exceeded expectations on efficiency and engagement with lead generation costs landing at the low end of our acceptable range. A key driver of this success was our creative approach. By producing assets in batches and refreshing ads regularly, we kept performance strong over time and had new content ready whenever results began to soften.



Cost per 1,000 impressions

Did we deliver ads efficiently to our audiences?

TARGET: \$15-25



ACTUAL: \$5



Cost per click

Did target audiences take action on our ads?

TARGET: \$3-5



ACTUAL: \$1



Cost per lead

How often did target audiences see our ads?

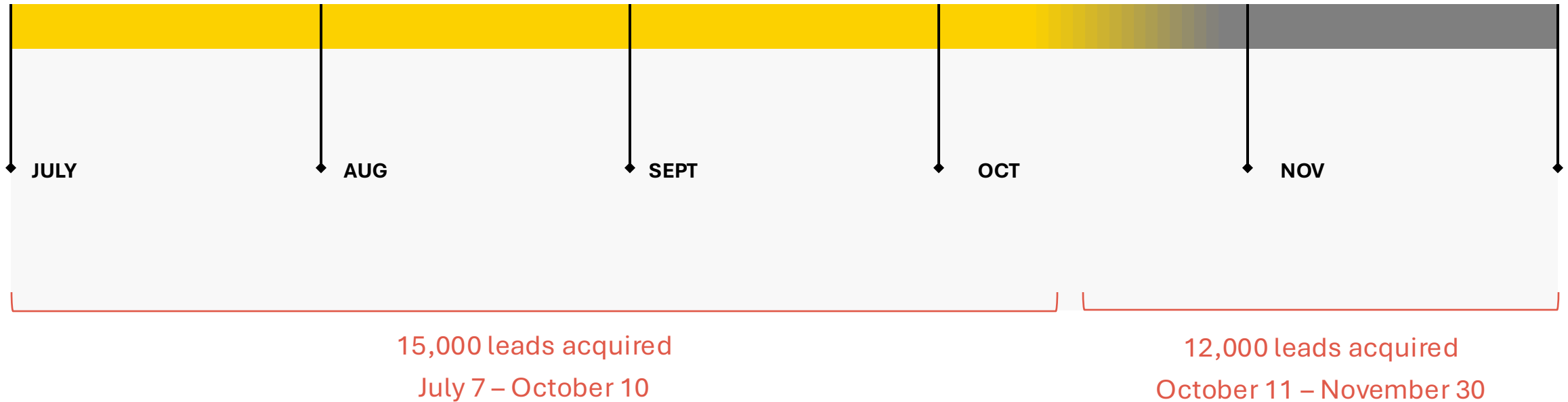
TARGET: \$10-15



ACTUAL: \$11

And we nearly doubled our acquisition goal

27,000 qualified leads



But most importantly, people answered the call

Thank you for taking the time to provide such a detailed overview of a career in policing. I truly appreciate the clarity and depth you've shared regarding the day-to-day realities, benefits, and the step-by-step path toward joining a police service in Ontario. The breakdown of the core requirements and the five-step process was particularly helpful in understanding what is needed to prepare effectively and set myself up for success. I also value the emphasis on strong communication, judgment, and health benchmarks, as it highlights the importance of both personal and professional readiness in this field. I am excited to continue learning and taking the necessary steps toward a future in policing, and I look forward to receiving more guidance in your upcoming emails.

Yes, I am ready to answer the call. Your messages over the past few weeks have given me clarity about what policing truly represents: purpose, service, community, and the courage to step forward when it matters. I feel aligned with that calling, and I'm ready to take the next steps. I've decided to apply to both the Toronto Police Service and Peel Regional Police.

Thank you for creating this, if it weren't for this campaign I may have not taken the steps towards this career, although a dream job, simply due to the uncertainty and how unknowledgeable the general public is on day to day policing activities.

But most importantly, people answered the call

Thank you for sharing this detailed overview of shift work in policing. I appreciate the honesty and clarity, it helps me understand not just the practical aspects of the schedule, but the mindset and adaptability the role requires. The emphasis on teamwork, finding rhythm within the rotations, and using off-hours purposefully really stood out to me. I can see how shift work, with the right approach, can become both manageable and meaningful. I also value the strategies you shared for maintaining balance, health, and long-term resilience. I'm taking all of this into account as I continue preparing myself for this career path. Your guidance is helping me build a realistic and informed understanding of the profession, and I'm grateful for that.

I've been reading all of your emails and following the advice shared. I'm currently taking some online policing courses and doing additional volunteering while I prepare to apply. I really appreciate the encouragement and support; it's been a big help as I work toward taking that next step.

Thank you so much for the information as it was very informative and gave me a better understanding on the life of an officer! I am looking into getting my OACP certificate as soon as possible but thank you for all the advice so and help so far as it has helped greatly!!

Campaign Analysis

Executive summary

1. Our creative and audience targeting proved highly efficient out of the gate, allowing us to reach Ontarians at a fraction of expected cost while still building familiarity and interest early on.
2. Premium environments, like Crave TV, grab attention, but social and programmatic channels are where the action lives. Future campaigns should use premium placements to spark interest, then rely on social, search, and programmatic to convert that interest into site visits and sign ups.
3. We can confidently treat video as a truly province-wide tool, reaching audiences in every region with the same level of efficiency, not just those in larger urban centres.
4. When people could see our ads in their full context (copy, visual, call-to-action), they were more likely to click through and learn about a career in policing.
5. The combination of programmatic retargeting and high-intent traffic from Google Search and PMax created one of the campaign's strongest conversion engines by turning early awareness from Phase One into deeper consideration and action.
6. Interest in policing was truly province-wide with every region delivering strong engagement and cost-efficient traffic.
7. Visitors spent far more time on the website than typical recruitment benchmarks and sought out detailed next step information on their own.
8. Email performance consistently beat expectations and content that explained the role drove the strongest engagement and action.

Phase One

Phase One delivered exceptional cost efficiency well below benchmarks. Advertising generated more than 26 million impressions in the first phase of the campaign. We did this at a cost per thousand impressions (CPM) of about \$4 and a cost per click (CPC) under \$2. For context, our planning benchmarks were \$15 to \$25 for CPM and \$3 to \$5 for CPC. What makes this even more encouraging is that Phase One was optimized mainly for video recall rather than direct action. That means the campaign delivered both scale and engagement at a cost far lower than expected, laying a strong foundation for later conversion-focused phases.

- **Key takeaway: Our creative and audience targeting proved highly efficient out of the gate, allowing us to reach Ontarians at a fraction of expected cost while still building familiarity and interest early on.**

Performance varied significantly across premium placements. We tested a broad mix of premium channels, including Spotify, Bell Media and Crave, as well as programmatic video and display. These channels delivered strong reach and high completion rates, particularly on Bell Media where video completion exceeded 98%. However, they did not translate into meaningful website traffic. Spotify proved inefficient with click costs far above expectations and Bell Media's traffic came almost entirely from static display units rather than video.

- **Key takeaway: Premium environments grab attention, but social and programmatic channels are where action lives. Future campaigns should use premium placements to spark interest, then rely on social, search, and programmatic to convert that interest into site visits and sign ups.**

Video performance was consistent across the province. While the GTA naturally generated the highest number of completed video views, the cost to generate those views was effectively the same in every region. On Facebook and Instagram, for example, views averaged about \$0.04, and on TikTok they were as low as \$0.01 across the north, east, west, and GTA.

- **Key takeaway: We can confidently treat video as a truly province-wide tool, reaching audiences in every region with the same level of efficiency, not just those in larger urban centres.**

ANALYSIS

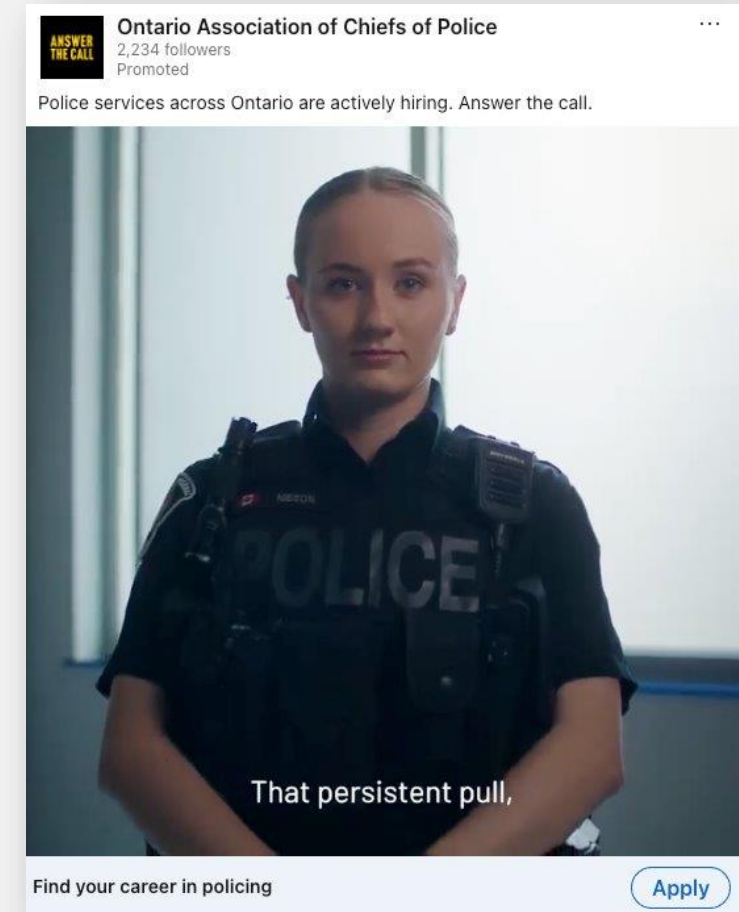
Top performing ad

The female officer creative anchored performance across nearly every platform.

It was the dominant creative driver across LinkedIn, Meta, X, and TikTok. On LinkedIn alone, it generated more than 2,500 of 2,800 total clicks. Reddit was the only outlier, where performance between male and female creative was nearly indistinguishable.

What is most notable is that at the outset of the campaign, the headline and post copy remained exactly the same across both versions. This means the performance gap cannot be explained by message framing, call to action, or format differences. The differentiator was the perspective viewers saw on screen.

The ad offered both relatability and representation, especially for women who may not often see themselves reflected in this field. And it resonated broadly across platforms, suggesting that people were seeking a more personal entry point into the campaign.



Phase Two

Phase Two moved the campaign from awareness to action and the shift paid off across nearly every major platform. Traffic scaled dramatically, with 42 million impressions and more than 400,000 clicks for just \$0.36 per click. Meta and TikTok were two of the strongest performers, but Reddit also stood out by driving some of the most engaged visitors, with users spending close to 45 seconds on the website. X also delivered strong cost efficiency and steady interest, becoming one of the largest sources of website traffic. However, not every platform delivered the same value. YouTube and Spotify remained strong for awareness but could not meet cost efficiency goals for website traffic leading to the decision to pause those campaigns and reallocate to higher-performing platforms.

- **Key takeaway: When people could see our ads in their full context (copy, visual, call-to-action), they were more likely to click through and learn about a career in policing.**

Programmatic (ads on websites) and Google campaigns worked well together to move audiences deeper into the recruitment funnel. Programmatic retargeting re-engaged people who had already seen our ads or visited the site, driving roughly 6 in 10 clicks and an average time on site of two minutes, with users outside the GTA spending even longer on the site. At the same time, Google Search and Performance Max brought in the highest intent visitors, with an average time on site of about two minutes as well, along with a strong cost per click of \$1.10.

- **Key takeaway: The combination of programmatic retargeting and high-intent traffic from Google Search and PMax created one of the campaign's strongest conversion engines by turning early awareness from Phase One into deeper consideration and action.**

Regionally, the GTA continued to drive the largest volume of traffic, but Western Ontario stood out for pure efficiency. Across platforms, Western Ontario delivered some of the lowest click costs of the entire campaign with TikTok generating clicks for as little as \$0.05 – an unusually strong result unique to this campaign. The North, while more expensive than other regions, still remained very efficient with clicks costing around \$0.40 on Facebook and Instagram.

- **Key takeaway: Interest in policing was truly province wide with every region delivering strong engagement and cost-efficient traffic.**

ANALYSIS

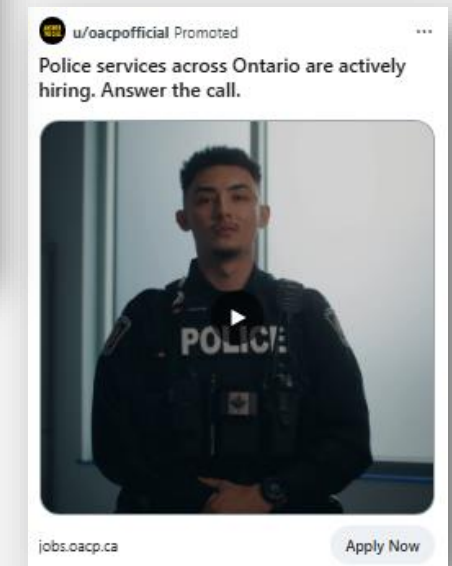
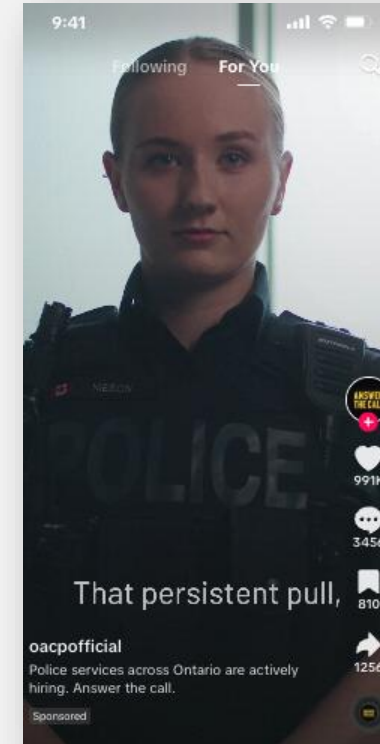
Top performing ads

Creative performance evolved as the campaign shifted from awareness to action.

The female officer creative continued to perform strongly, especially on Meta and TikTok. On Meta, static graphics featuring the female officer paired with clear language like “actively hiring” drove the most clicks. On TikTok, the 60 second female officer video became the standout, generating 9 in 10 clicks and showing that people were willing to watch the full story before visiting the site.

At the same time, new patterns emerged. On LinkedIn, the 15 second male officer video became the top performer for the first time. This was the case on Reddit too with the male officer video driving 9 in10 clicks.

These results suggest that as audiences became more familiar with the campaign, different edits of the video and different calls to action worked better on different platforms and with different groups of people.



Phase Three

Phase Three delivered highly efficient lead generation. Campaigns generated more than 462,000 clicks at a cost per click of \$0.60 and delivered 13,000 new leads at an average cost of \$6 per lead, which was well below our benchmark range of \$10 to \$15. Meta stood out once again, producing leads for just \$5, and confirming that our phased approach helped us identify the audiences most likely to convert. TikTok, before being paused, delivered the most efficient lead costs at \$2, while LinkedIn and Reddit continued to supply steady, affordable traffic.

➤ **Key takeaway: Awareness built earlier in the campaign translated directly into motivated users ready to take action.**

Platforms where users had more context beyond the ad itself delivered the highest quality traffic. Google Search and Performance Max continued to drive users actively seeking policing careers with mobile searches tied to “hiring” keywords performing especially well. Native programmatic also performed strongly, driving 7 in 10 clicks by placing recruitment messages directly within content and web pages users were already engaged with. Even on Reddit, where costs rose slightly, we continued to drive highly engaged traffic with users spending around 45 seconds on the website. By contrast, performance declined on long form video where users lacked immediate context or a clear next step.

➤ **Key takeaway: Audiences were more likely to convert when our ads appeared in environments where they were already paying attention and looking for information.**

Both Facebook and Instagram delivered some of the most efficient conversion costs of Phase Three. Instagram led the way generating more than 6,200 leads in the GTA at just \$4 per lead and delivering similarly strong results in Western Ontario at \$5 per lead. While costs were naturally higher in Eastern Ontario and the North, they still remained competitive. Eastern Ontario leads were generated for about \$8, while Northern results ranged from \$9 on Instagram to similar levels on Facebook.

➤ **Key takeaway: There is genuine interest in policing careers in every corner of the province, not just in the largest urban centres.**

ANALYSIS

Top performing ads

Creative performance shifted again as we moved fully into lead generation.

In Phase Three, as the focus shifted to converting interested users into email sign ups, static graphics started to outperform video in many placements, especially where the call to action was clear and direct about what to do next. LinkedIn was the exception. On that platform, video continued to lead, driving clicks for \$1.32 compared to \$3.22 for static graphics, suggesting that audiences there still wanted more context and storytelling before taking action.

Across several platforms, a variation of male officer creative emerged as the top performer for the first time in the campaign. On TikTok, the 15 second male officer video generated 1 in 3 clicks, and on Reddit it accounted for 9 in 10 clicks. On X as well, static male-led creative outperformed earlier female-led units that dominated in Phases One and Two.



Website performance

- **Visitors spent far more time on the site than typical recruitment benchmarks.** The site maintained a 30% engagement rate through the campaign with users spending 1 minute and 29 seconds, on average, interacting with the website. For context, sessions for public awareness or recruitment campaigns typically last under 30 seconds. The fact that our visitors stayed nearly three times longer indicates that people were not just browsing but actively exploring the content and considering next steps. This level of sustained attention is a strong signal that the campaign attracted genuinely motivated candidates.
- **Interest was province-wide, not GTA dependent.** While Toronto remained the single largest source of traffic, cities like Ottawa, Brampton, Mississauga, Hamilton, and London all showed strong activity. What makes this meaningful is that it mirrors what we saw across paid channels: genuine interest in policing was distributed far beyond the GTA.
- **Users sought out detailed next step information on their own.** The two most visited pages outside the homepage were the Service Finder page with the interactive map and the Job Description page. Importantly, we did not push ad traffic to either of these pages. Users navigated there voluntarily, which means that once they landed on the homepage, they immediately sought out specifics about the role and where to apply. That level of initiative shows a high degree of intent and reinforces that we found an audience genuinely curious about policing as a career.

870,000

Total sessions

258,000

Engaged sessions

29.6%

Engagement rate

1m 29s

Average session duration

Email marketing performance

- **Email performance consistently beat expectations.** Across the journey, the average open rate was 63% and the click through rate was 5.2%. For comparison, Mailchimp benchmarks for recruitment campaigns sit around 22% for opens and 3% for clicks. What stood out even more was the stability across the full series. Even as topics shifted, open rates stayed strong dipping only to about 50% at the lowest point when we addressed conflict in Email 6.
- **The intro survey unlocked rich audience insights and validated our research.** Around 13% of contacts completed the intro survey, which is a high completion rate for an optional, longer form action. Roughly 1 in 4 contacts were women, a key audience for the campaign. Nearly 1 in 2 respondents were between 25 and 34, our core demographic. Most lived in urban centres and were employed full-time. These patterns closely matched the research from the early stages of the project, giving us confidence that our media and creative strategy were attracting the right candidates, not just more volume.
- **Content that explained the role drove the strongest engagement and action.** The best performing emails in the series were those that answered a simple question, what does a police officer actually do. 'The Role: Part One' email generated a 74% open rate and a 6% click through rate. 'The Role: Part Two' email, followed with a 73% open rate and a 5% click through rate. People were hungry for clear, practical information and real perspectives from officers. Outside of the intro survey, the email with the highest click rate was the second last message titled 'Answer the Call'. That was an encouraging sign that after learning about the role across the email series, many people were ready to take the next step by the time we invited them to do so.

27,453

Total contacts

63%

Open rate

5.2%

Click-through rate

0.86%

Unsubscribe rate

Media relations performance

- **Mixed media:** The campaign generated coverage across a range of platforms including online, print, radio, TV, podcasts, and e-newsletters, with most earned mentions appearing on radio and online. This multi-channel presence helps extend the campaign's shelf life, as online content remains searchable over time, and ensures broader audience reach, by tapping into different demographics, with online platforms generally attracting younger audiences and radio resonating more with older listeners.
- **Spokespeople:** More than half (57%) of earned media mentions included a quote from a CWG spokesperson, demonstrating a high level of media engagement and indicating that journalists viewed them as credible and authoritative sources. This demonstrates strong message control, as the organization was able to effectively insert its narrative into coverage, and ensure its key messages were clearly and accurately conveyed, ultimately helping to positively shape public perception.
- **Syndications:** There were roughly twice as many syndications as original media mentions. By securing coverage in top-tier outlets with wide syndication networks, we achieved province-wide reach - extending well beyond major markets like Toronto. A single media mention was often republished by local radio stations and community newspapers across Ontario. These syndications significantly amplified our impact, effectively doubling the campaign's media value.

210

Media mentions

23,007,252

Impressions generated

\$212,817

in Advertising Value
Equivalency (AVE)

Thank you

Roselie LeBlanc | Principal

Zubin Sanyal | Principal

Alexa McGannon | Consultant

APPENDIX

Key metrics and creative performance

Performance metrics

SOCIAL + DIGITAL	Amount spent	Impressions generated	Cost per 1,000 imp. (CPM)	Clicks generated	Cost per click
Meta (Account Warmup)	\$1,000	194,479	\$5.14	2,820	\$0.35
Facebook	\$119,992	15,725,503	\$7.63	184,226	\$0.65
Instagram	\$119,948	15,954,731	\$7.52	153,651	\$0.78
LinkedIn	\$32,493	12,323,038	\$2.64	12,405	\$2.62
X(Twitter)	\$39,791	21,330,478	\$1.87	138,156	\$0.29
TikTok	\$55,000	21,225,836	\$2.59	317,099	\$0.17
Reddit	\$40,627	11,404,159	\$3.56	48,120	\$0.84
YouTube	\$32,301	7,622,331	\$4.24	6,383	\$5.06
Spotify	\$22,665	3,623,488	\$6.25	1,270	\$17.85
Programmatic	\$199,937	24,136,350	\$8.70	60,508	\$3.57
Google Search	\$37,880	393,059	n/a	38,005	\$1.00
Google Performance Max	\$38,639	11,263,869	\$3.43	40,947	\$0.94
Bell Media / Crave	\$50,000	2,123,687	\$23.54	3,492	\$14.32
TOTAL	\$790,273	147,321,008	\$5.38	1,007,082	\$0.79

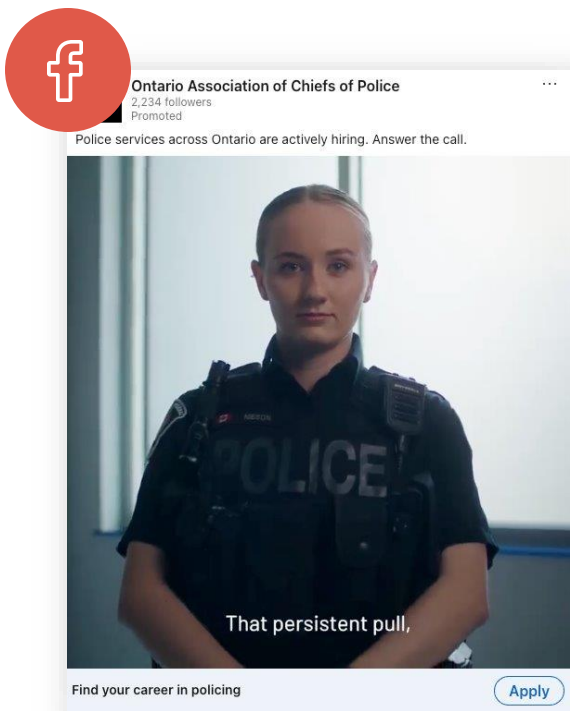
Performance metrics

OUT-OF-HOME	Amount spent	Impressions generated	Cost per 1,000 imp. (CPM)
Transit shelter - Astral	\$12,483	4,495,320	\$2.77
Transit Shelters - Pattison	\$88,635	26,539,022	\$3.34
Transit Shelters - Branded Cities	\$13,191	13,072,953	\$1.00
Radio - Bell Media	\$6,000	583,335	\$10.28
Radio - Wawatay	\$7,290	350,000	\$20.83
TOTAL	\$127,600	45,040,630	\$2.83

REGION (Meta data only)	Amount spent	Impressions generated	Cost per 1,000 imp. (CPM)	Clicks generated	Cost per click
North	\$42,000	5,402,296	\$7.77	53,929	\$0.78
GTA	\$83,933	11,500,916	\$7.30	142,393	\$0.59
East	\$41,952	5,428,615	\$7.73	61,345	\$0.68
West	\$41,999	5,983,739	\$7.02	72,294	\$0.58
TOTAL	\$209,943	28,315,566	\$7.41	329,961	\$0.64

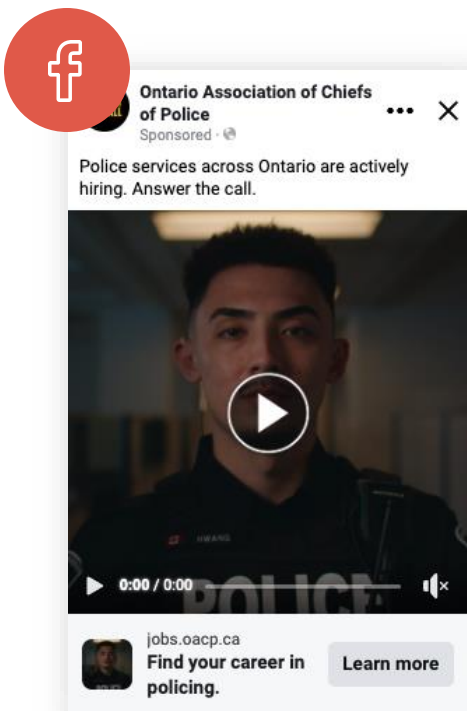
Top performing ads

Separated by campaign objective



VIEWS

Female Officer
60s video
1,011,016
Video plays



CLICKS

Male Officer
60s video
2.71%
CTR

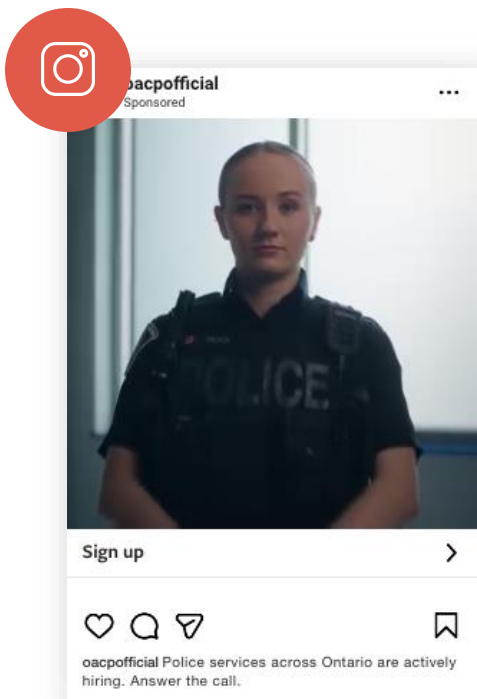


LEADS

Female Officer
Hiring Static
7,260
Leads

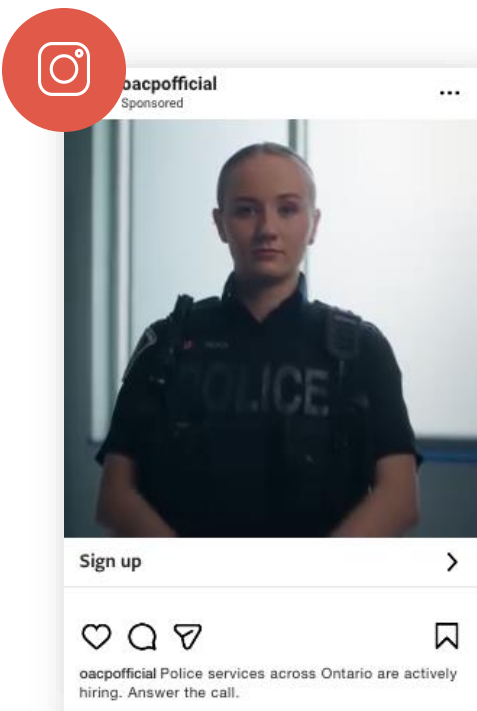
Top performing ads

Separated by campaign objective



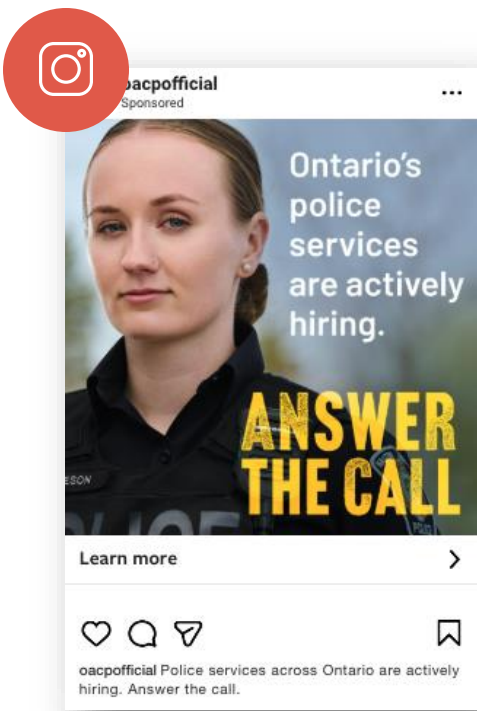
VIEWS

Female Officer
60s video
1,123,590
Video plays



CLICKS

Female Officer
60s video
3.06%
CTR



LEADS

Female Officer
Hiring Static
11,034
Leads

Top performing ads

Separated by campaign objective



VIDEWS

Female officer
60s video
815,225
Video plays



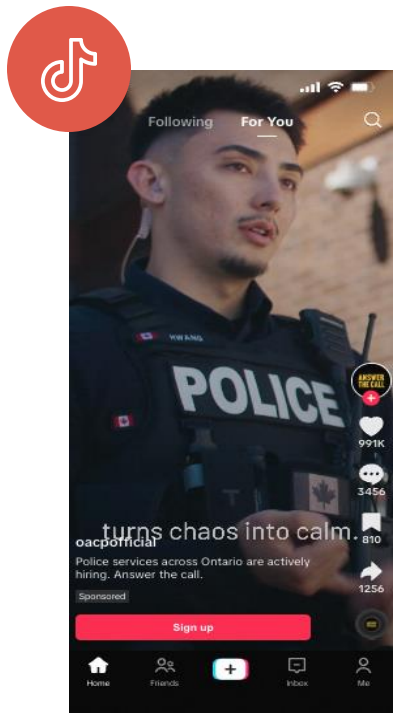
IMPRESSIONS

Female officer
60s video
6,975,054
Impressions



CLICKS

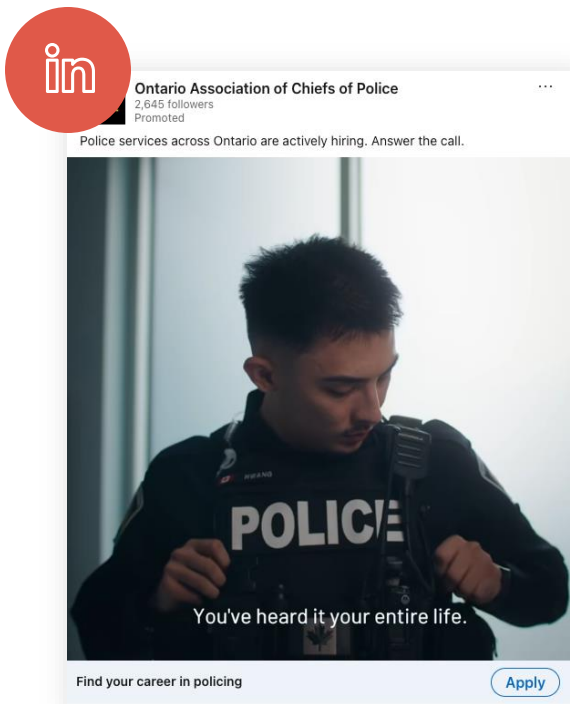
Female officer
60s video
12.06%
CTR



LEADS

Male officer
15s video
1,050
Leads

Top performing ads



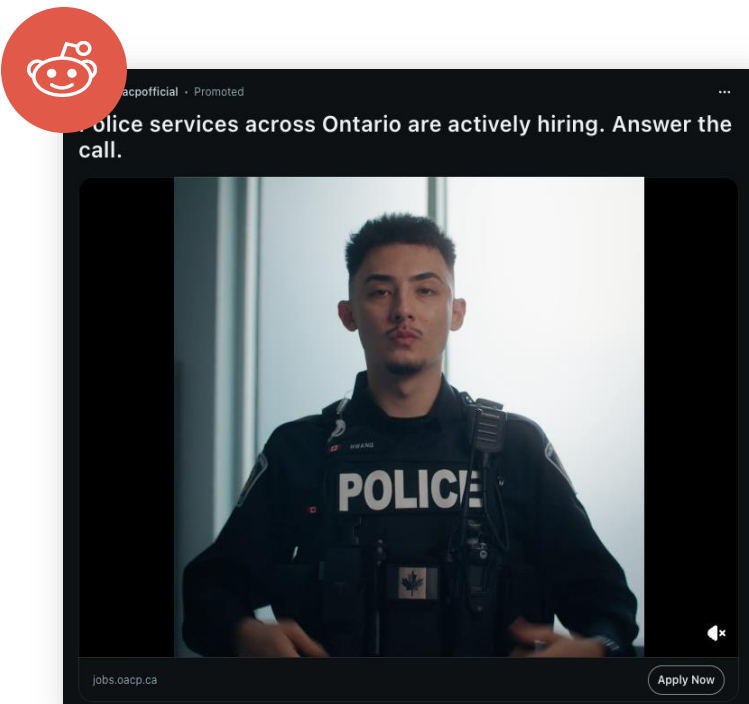
IMPRESSIONS

Male Officer
15s video
2,131,069
Impressions



CLICKS

Male Officer
static graphic
0.99%
CTR

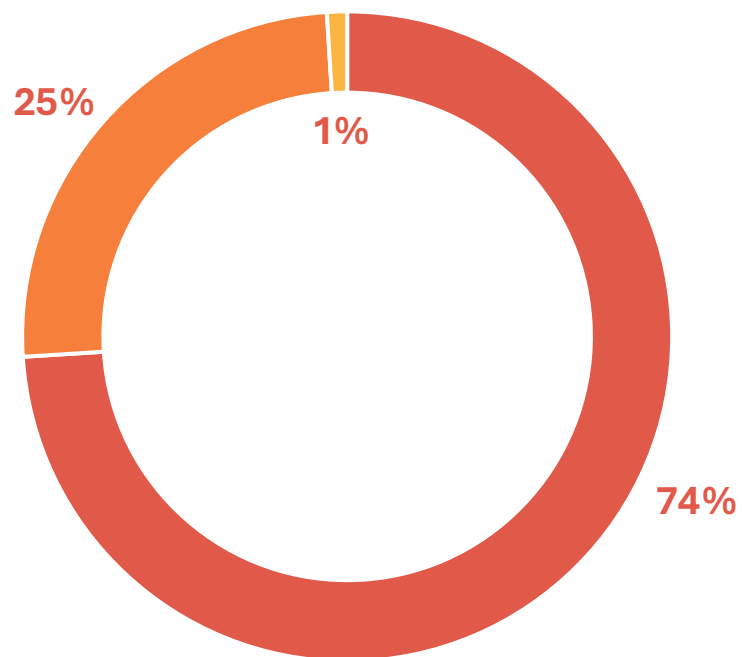


CLICKS

Male Officer
60s video
0.52%
CTR

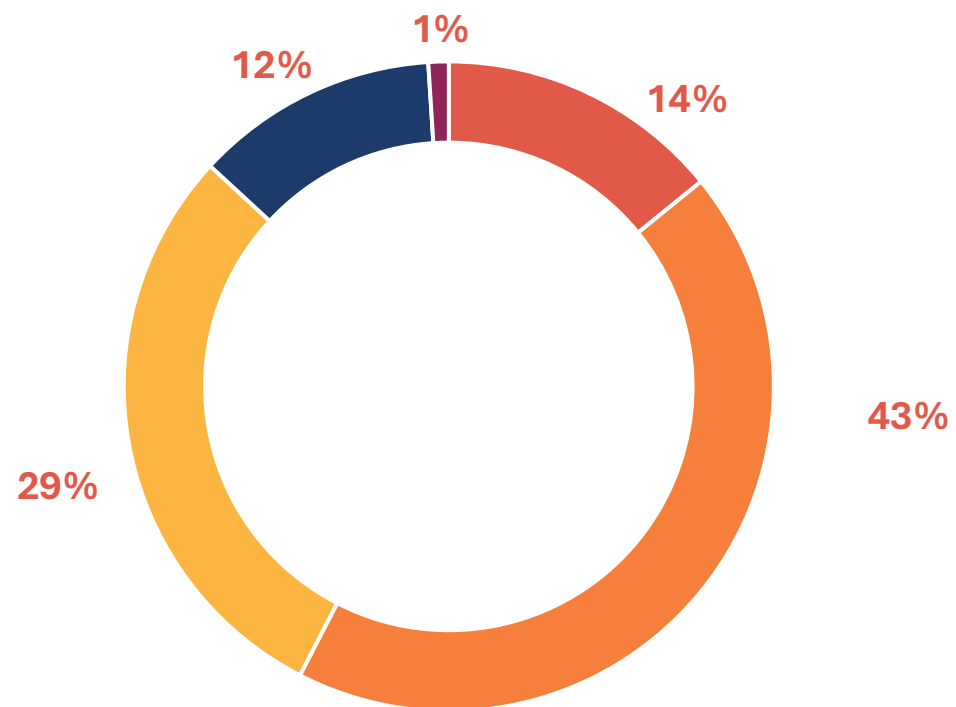
Intro survey results

Gender distribution



■ Men ■ Women ■ Unknown

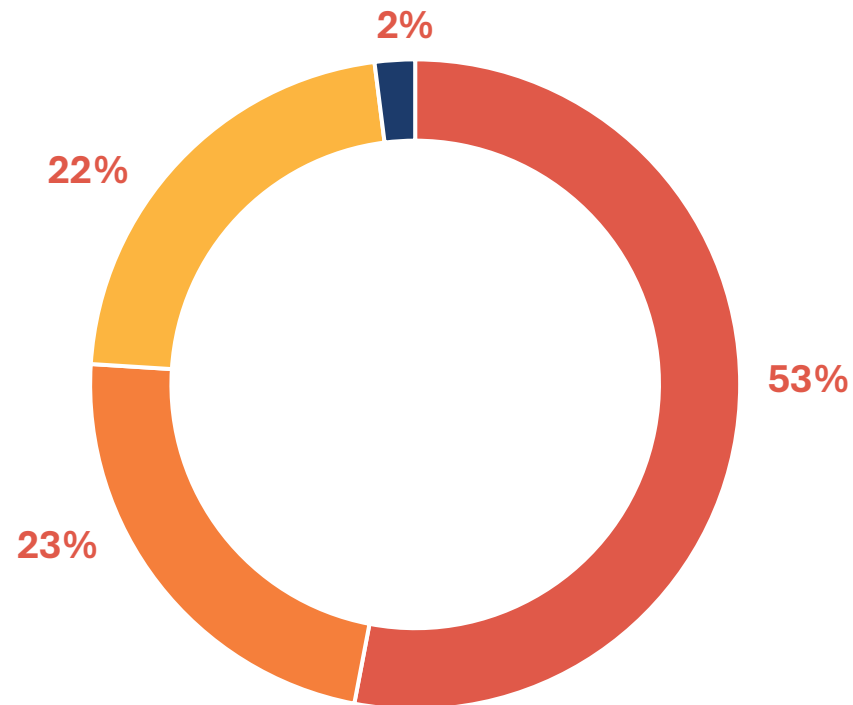
Age distribution



■ 18-24 ■ 25-34 ■ 35-44 ■ 45-54 ■ 55+

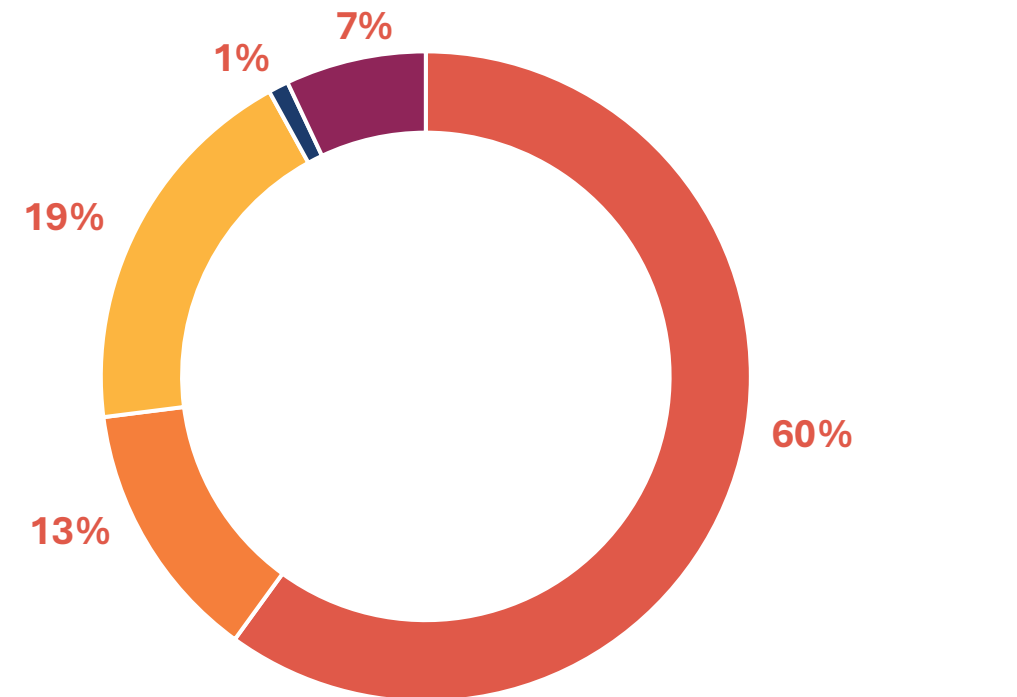
Intro survey results

Urbanity



■ Urban ■ Suburban ■ Rural ■ Other

Employment status



■ Full-time ■ Part-time ■ Unemp - Seeking ■ Unemp - Not seeking ■ Other

Legislative and Regulatory Changes Effective January 1, 2026

January 02, 2026

Legislative and regulatory change is a constant feature of the environment in which police governance boards operate. While not every update requires action, understanding what has changed and how it may affect governance responsibilities is essential to effective oversight.

This notice is intended to support awareness and informed decision-making. It is not intended to be a legal interpretation, nor does it replace professional advice. Rather, it provides a practical overview of key changes that came into effect on January 1, 2026, with a focus on what boards may wish to understand, monitor, or discuss as part of their governance role.

Boards are not expected to be subject-matter experts in every area outlined below. The goal is to support thoughtful oversight, informed questions, and constructive dialogue with police leadership and partners.

1. Employment, Recruitment, and Labour-Related Changes

Several legislative updates now in effect clarify employer responsibilities related to recruitment, transparency, and workforce practices.

1.1 Recruitment and Job Posting Requirements

What has changed

Recent updates to employment legislation introduce clearer expectations regarding recruitment practices, including:

- Increased transparency in job postings, including the inclusion of compensation or salary ranges.
- Clearer requirements for maintaining records related to recruitment and hiring activities.
- Greater emphasis on consistency and fairness throughout the hiring process.

These changes are intended to promote transparency, reduce bias, and support equitable access to employment opportunities.

Why this matters for police boards

Police service boards may:

- Directly recruit for board, administrative, or governance support roles.
- Provide oversight of recruitment practices used by the police service.
- Be asked to demonstrate that appropriate governance and risk management practices are in place.

Even where recruitment is operationally delegated, Municipal and First Nations' boards retain accountability for governance frameworks and oversight expectations.

What boards may wish to do

- Confirm that job posting templates include required information, including compensation ranges where applicable for board hires and service hires.
 - Ensure recruitment records are being maintained in line with current requirements.
 - Ask how recruitment policies and practices have been updated.
 - Confirm alignment when using external recruiters or third-party support.
-

1.2 Labour Mobility and Workforce Access

What has changed

Recent federal and provincial initiatives have strengthened labour mobility across jurisdictions. These changes are intended to reduce unnecessary barriers and improve access to skilled workers, particularly in regulated or specialized roles.

Why this matters for police boards

While sworn policing roles remain subject to specific legislative and regulatory requirements, labour mobility changes may affect:

- Civilian and professional staff recruitment for the board and for the service
- Competition for specialized skill sets
- Workforce planning and retention strategies

What boards may wish to do

- Understand whether labour mobility changes affect civilian or technical roles within the board or the service.
 - Consider how these changes may influence recruitment strategies and workforce planning.
 - Ensure hiring practices remain fair, transparent, and compliant.
-

2. Occupational Health and Safety Updates

2.1 Workplace Cleaning and Record-Keeping Requirements

What has changed

Employers are now required to maintain records confirming that workplace washrooms are cleaned at prescribed intervals. These records must be available upon inspection.

Why this matters for police boards

Boards may oversee or occupy administrative spaces and may share responsibility for ensuring compliance. Even where facilities management is delegated, governance oversight remains important.

What boards may wish to do

- Confirm that appropriate cleaning records are being maintained by asking your Police Leadership for an update to ensure they are compliant.
 - Understand who is responsible for monitoring compliance.
 - Ensure clarity between board and service responsibilities and any external contractors.
-

2.2 Automated External Defibrillators (AEDs) on Construction Projects

What has changed

Certain construction projects are now required to have an Automated External Defibrillator (AED) on site, depending on project duration and workforce size.

Why this matters for police boards

This may affect new builds, renovations, or other capital projects overseen or approved by the board.

What boards may wish to do

- Confirm whether current or planned projects meet the criteria requiring an AED.
 - Ensure safety requirements are incorporated into project planning and oversight with contractors.
 - Include this consideration in capital project reporting and risk discussions.
-

3. Public Safety and Enforcement Updates

Impaired Driving Enforcement

What has changed

Updates to provincial impaired driving legislation affect how roadside enforcement and related procedures are carried out.

Why this matters for police boards

While boards do not direct operational policing, these changes may influence:

- Enforcement activity and public interactions
- Community expectations and public messaging
- The nature of questions or concerns raised with the board

What boards may wish to do

- Request a briefing from the Chief or Detachment Commander on how changes are being implemented locally.
- Understand any anticipated impacts on service delivery.
- Ensure public communications are clear and consistent.

4. Broader Regulatory and Policy Environment

Additional federal and provincial regulatory changes also came into effect on January 1, 2026. These include updates related to labour regulation, benefits administration, and sector-specific compliance requirements.

While these changes may not require immediate board action, they form part of the broader operating environment in which police services operate.

What boards may wish to do

- Maintain general awareness of emerging regulatory trends.
- Discuss with your Police Leadership
- Consider implications for workforce planning and inter-agency collaboration.
- Monitor for future guidance or sector-specific impacts.

Moving Forward

OAPSB will continue to monitor legislative and regulatory developments and will share updates as appropriate. These changes will also inform future tools, resources, and learning opportunities designed to support effective police governance.

To support shared understanding, OAPSB will be hosting ongoing discussion groups between January and March. These sessions will provide space for conversation, questions, and peer learning related to the updates outlined above as well as any general inquiries around Governance and your roles and responsibilities.



Legislative and Regulatory Changes Effective January 1, 2026

Information Posted on OAPSB website

Legislative and regulatory change is a constant feature of the environment in which police service boards operate. While not every update requires action, understanding what has changed and how it may affect governance responsibilities is essential to effective oversight.

This guide is intended to support awareness and informed decision-making. It is not intended as a legal interpretation, nor does it replace professional advice. Rather, it provides a practical overview of key changes that come into effect on January 1, 2026, with a focus on what boards

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