



HALIBURTON HIGHLANDS OPP DETACHMENT BOARD
CONSEIL DU DÉTACHEMENT DE HALIBURTON HIGHLANDS
DE LA POLICE PROVINCIALE

HALIBURTON COUNTY OPP DETACHMENT
DÉTACHEMENT DU COMTÉ DE HALIBURTON DE LA POLICE PROVINCIALE

Haliburton Highlands Ontario Provincial Police Detachment Board

Agenda

Wednesday, July 22, 2026

1:00 PM

County Council Chambers <https://youtube.com/live/W0r0RQnGspA?feature=share>

1. Call to Order

2. Land Acknowledgement

We respectfully acknowledge that the County of Haliburton is located on Treaty 20 Michi Saagiig territory, and in the traditional territory of the Michi Saagiig and Chippewa Nations, collectively known as the Williams Treaties First Nations. We acknowledge a shared presence of Indigenous nations throughout the area, and recognize its original, Indigenous inhabitants as the stewards of its lands and waters since time immemorial.

3. Disclosure of Pecuniary Interest

4. Adoption of Agenda

5. Adoption of the Minutes from Previous Meeting

- 5.1. Minutes from the May 27, 2026 Meeting
[Haliburton Highlands Ontario Provincial Police Detachment Board - 27 May 2026 - DRAFT Minutes](#)

6. Delegations/Presentations

7. Items of Business

- 7.1. HHOPP Challenge Coins
[HHOPP Challenge Coins 2026](#)

- 7.2. 2027 HHOPPDDB Budget

8. Reports

- 8.1. Chair Update

- 8.2. Detachment Commander Update
Haliburton Highlands Detachment Board Annual Report

[1E00 Haliburton Highlands 2025 DBAR](#)

9. Communication and Correspondence

- 38 - 43 9.1. Inspector General Memo #11: Notice of Issue - Increase in Antisemitism and Hate-Motivated Incidents
[Inspector General - Notice of Issue - The Increase in Antisemitism and Hate-Motivated Incidents](#)
- 44 - 45 9.2. Police Governance Ontario
[Briefing Note - Bill 119 - Protecting Ontario's Streets and Communities - Act 2026](#)
- 46 - 60 9.3. Police Governance Ontario
[Quarterly-Newsletter-6th-Edition](#)
- 61 - 67 9.4. OPP Detachment Board Resolutions of Support
[NG Traffic Calming Letter](#)
[Council Resolution - OPP Detachment Board Resolution of Support - May 25, 2026](#)
[2026-municipality-of-red-lake-police-costs-cspa](#)
[resolution-no.2026-166-support-red-lake--police-operating-and-capital-costs1](#)
- 68 - 136 9.5. Strategy Corp Ontario Police Service Board Chair Survey 2026
[StrategyCorp-Police-Survey](#)
- 137 - 138 9.6. All Chiefs Memo - Police Service Board and OPP Detachment Board Members and Elections
[26-0032 - All Chiefs Memo - Police Service Board and OPP Detachment Board Members and Elections](#)

10. Closed Session

- 10.1. Closed Session pursuant to Section 44 of the *Community Safety and Policing Act, 2019*, Haliburton Highlands Ontario Provincial Police Detachment Board enter into Closed Session for the following reason:
Section 44 (g) information explicitly supplied in confidence to the board by Canada, a province or territory or a Crown agency of any of them, a municipality or a First Nation.
A verbal report pertaining to OPP response times in Haliburton County.

11. Notice of Upcoming Business

12. Date of Next Meeting

- 12.1. The next meeting of the HHOPPDB will take place on September 23rd at 1 p.m.

13. Adjournment

Haliburton Highlands Ontario Provincial Police Detachment Board Minutes

Wednesday, May 27, 2026

1:00 PM

County Council Chambers

The Haliburton Highlands Ontario Provincial Police Detachment Board convened a meeting on Wednesday, May 27, 2026 at 1:00 PM in the County Council Chambers with the following in attendance:

Members: Andrew Fletcher, Public Appointee
Andrew Hodgson, Provincial Appointee
Andy Chvedukas, Public Appointee
Councillor Bob Carter, Mayor of Minden Hills
Warden Dave Burton, Mayor of Highlands East
Councillor Walt McKechnie, Deputy Mayor, Dysart et al
Deputy Warden Liz Danielsen, Mayor of Algonquin Highlands

Regrets:

Staff: Sue Tiffin, Director of Community Outreach
Alicia Payne, Community Safety & Well-Being Coordinator
Emily Tittel, Administrative Clerk

1. Call to Order

2. Land Acknowledgement

2.1. Sue Tiffin, Director of Community Outreach provided the Land Acknowledgement.

3. Disclosure of Pecuniary Interest

4. Adoption of Agenda

Motion # 16-2026

Moved by: Andrew Hodgson

Seconded by: Councillor Walt McKechnie

That the agenda for the May 27, 2026 meeting of the Haliburton Highlands Ontario Provincial Police Detachment Board be approved.

Carried

5. Adoption of the Minutes from Previous Meeting

5.1. Minutes from the March 25, 2026 Meeting

Motion # 17-2026

Moved by: Andy Chvedukas

Seconded by: Deputy Warden Liz Danielsen

That the minutes from the March 25, 2026 meeting of the Haliburton Highlands Police Detachment Board meeting be hereby approved.

Carried

6. Delegations/Presentations

- 6.1. Substance Use and Addictions Program - Emergency Treatment Fund
Chief Michael Slatter, Haliburton County Paramedic Service

Chief Mike Slatter provided an overview of the Substance Use and Addictions Program Emergency Treatment Fund. The board members discussed the prevention piece and education piece, including work being done with public health. Chief Slatter was invited to return to present at a future board meeting and provide details regarding the long term plan of the program.

Motion # 18-2026

Moved by: Deputy Warden Liz Danielsen

Seconded by: Andrew Hodgson

That the presentation from Chief Michael Slatter, Haliburton County Paramedic Service be received for information.

Carried

7. Items of Business

- 7.1. HHOPP Employee Recognition Initiative

Andrew Fletcher shared Deb McClure's proposal of a service challenge coin program as part of an employee recognition initiative. The proposal includes design and purchasing of the service challenge coins, and the creation of the policy regarding the program. Board members supported this proposal of an HHOPP Employee Recognition initiative and purchase of the coins.

Motion # 19-2026

Moved by: Andy Chvedukas

Seconded by: Andrew Fletcher

To authorize the Haliburton Highlands OPP Detachment Commander on behalf of the Haliburton Highlands OPP Detachment Board, to distribute challenge coins to members for outstanding actions;

And that the Haliburton Highlands OPP Detachment Board support the coin initiative through funding from the 2026 HHOPPDB budget.

Carried

7.2. HHOPPDB Annual Report to Council

Andrew Fletcher provided an overview of the annual report that was presented to Council on the morning of May 27, 2026. This is required by the Community Safety and Policing Act and will be done on an annual basis (by June of each year). The report was presented to Council on behalf of the HHOPPD Board including an overview of last year's presentation, the commitments that were made and the areas the board has been working on (Oversight of the Detachment Commander, creation of local policies, the creation of our local action plan and working on the budget and finding sustainable policing in the county), and reviewed the action plan to provide an update regarding the work that has been undertaken as a board to date. No questions or comments.

7.3. Ministry of the Solicitor General: Provincial Representative Reappointment

Motion # 20-2026

Moved by: Councillor Walt McKechnie

Seconded by: Councillor Bob Carter

That items under 7.2 HHOPPDB Annual Report to Council and 7.3 Ministry of the Solicitor General: Provincial Representative Reappointment be received for information.

Carried

8. Reports

8.1. Chair Update

Andrew Fletcher attended an all-board chairs meeting at OPP headquarters on May 12, 2026, organized by the regional commanders. The meeting included updates on the OPP billing model, ongoing discussions with the Ministry, possible continuation of a funding cap into 2027, staffing and hiring pressures, the OPP strategic plan, and an update on the service delivery model. The service delivery discussion focused on an evidence-based approach to staffing that considers patrol areas, calls for service, response times, officer availability, and supervision ratios. Andrew noted that he raised Haliburton County's large geographic area, seasonal demand, and service delivery needs, and requested that the area be considered for a future service delivery review. He also advised that the OPP has created a grant support unit to assist detachments with grant applications.

Andrew Fletcher also provided an update on recent Police Governance Ontario discussion group sessions, noting that sessions have focused on Inspectorate of Policing decisions, their potential implications for local boards, and the importance of meeting minutes capturing board discussions and decision-making more fully. Discussion also included the board's governance role in setting direction through the local action plan, supporting the Detachment Commander, and monitoring progress through reporting and appraisal processes. Andrew noted clarification regarding board member terms and reappointments and advised that the Board is progressing well in

AGENDA ITEM #5.1.

relation to the annual plan, with continued focus recommended on the local action plan and review of relevant PGO policy documents.

No questions or comments.

8.2. Detachment Commander Update

Sgt Gauthier provided an overview of the detachment board report and media releases Haliburton Highlands OPP. No questions or comments.

8.3. Local Action Plan Progress Report

Motion # 21-2026

Moved by: Andy Chvedukas

Seconded by: Deputy Warden Liz Danielsen

That the items under Section 8 Chair Update, Detachment Commander Update, and Local Action Plan Progress Report be received for information.

Carried

9. Communication and Correspondence

9.1. Inspectorate of Policing

9.2. Police Governance Ontario

Motion # 22-2026

Moved by: Andrew Hodgson

Seconded by: Councillor Walt McKechnie

That the items under Section 9 Inspectorate of Policing and Police Governance Ontario be received for information.

Carried

10. Closed Session

11. Notice of Upcoming Business

12. Date of Next Meeting

12.1. Wednesday, July 22, 2026

13. Adjournment

Motion # 23-2026

Moved by: Andy Chvedukas

Seconded by: Deputy Warden Liz Danielsen

AGENDA ITEM #5.1.

That the May 27, 2026 meeting of the Haliburton Highlands Ontario Provincial Police Detachment Board now adjourn.

Carried

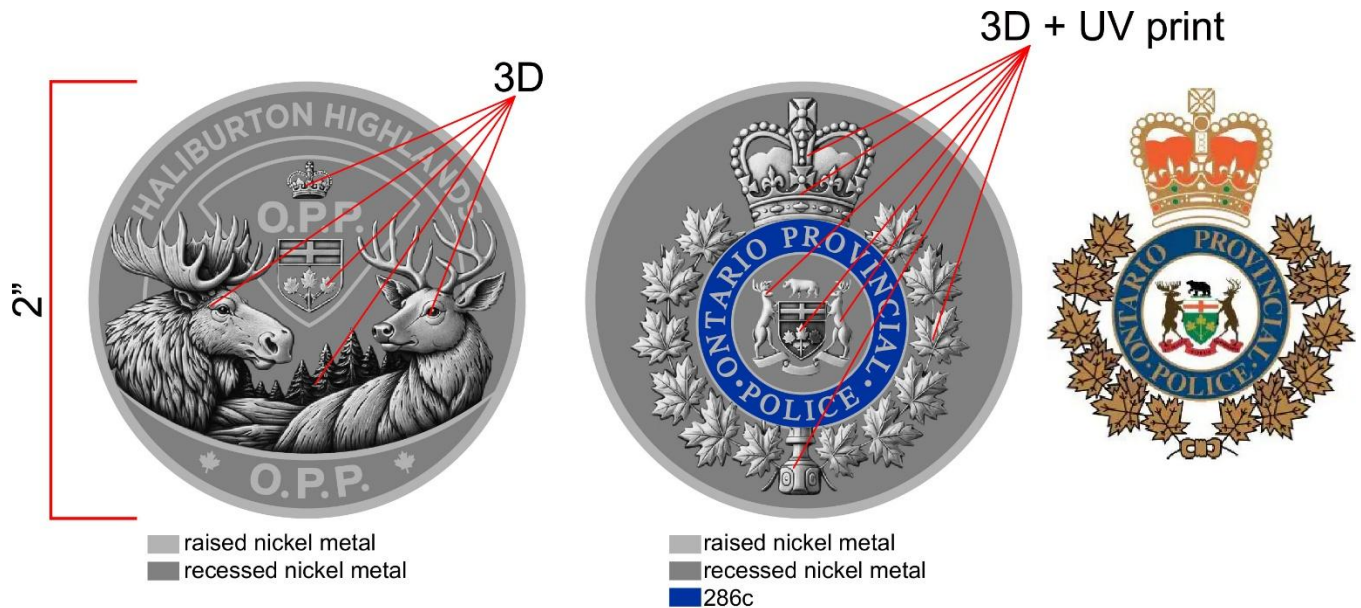
Certified Correct

Chair

Recording Secretary



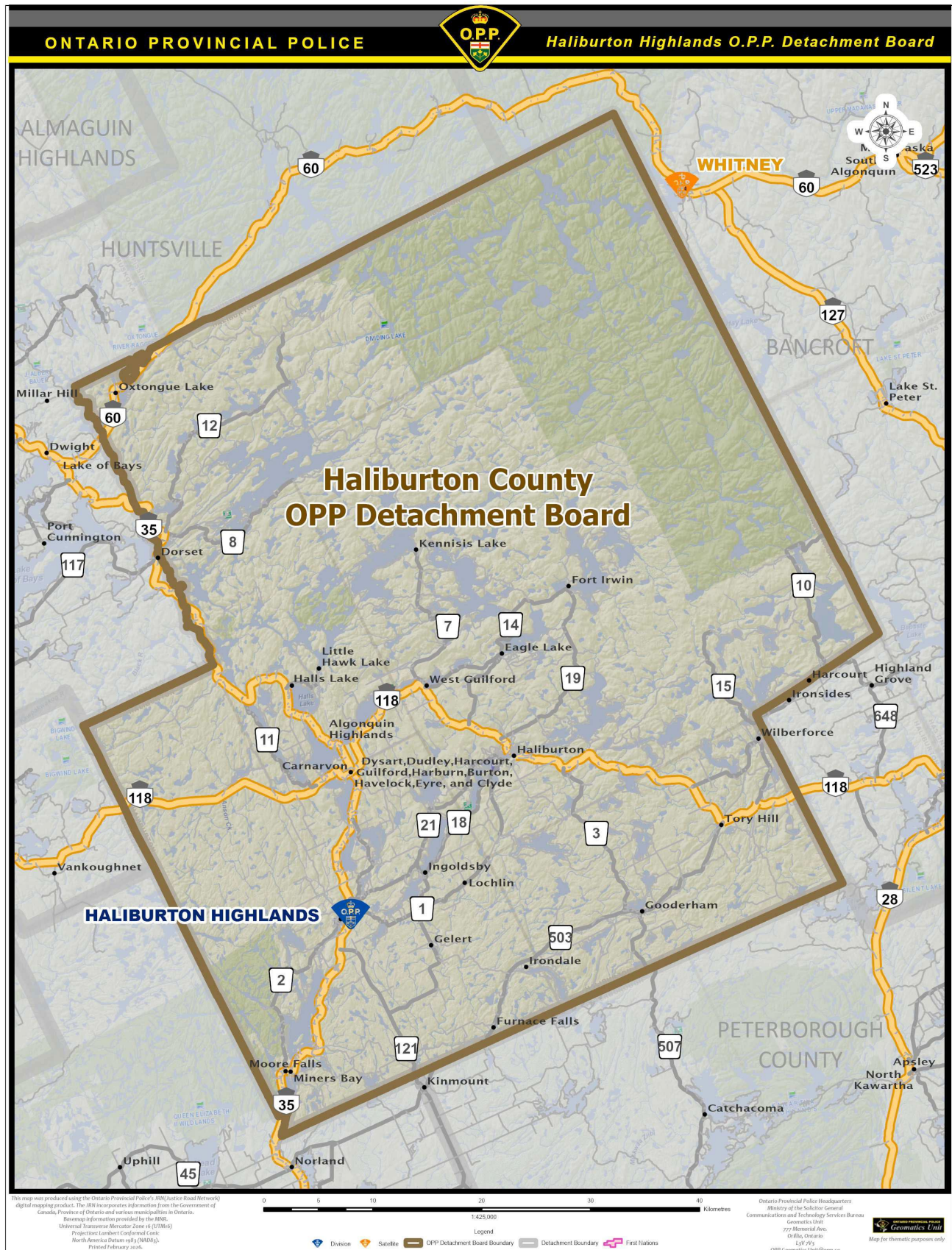
2026 Haliburton Highlands OPP Detachment : Challenge Coins





HALIBURTON HIGHLANDS DETACHMENT

2025 DETACHMENT BOARD ANNUAL REPORT



2023-2025 STRATEGIC PLAN

Priorities and Commitments



PEOPLE

A healthy and resilient OPP

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

WORK

A responsive and evolving OPP

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

COMMUNITIES

A collaborative and progressive OPP

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

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Message from the Detachment Commander



I am pleased to present the Haliburton Highlands Detachment - 2025 Detachment Board Annual Report. This report includes crime, traffic enforcement and community well-being data, and highlights initiatives and successes from the past year. 2025 was the last year of the 2023-2025 Haliburton Highlands Detachment Action Plan and this report will provide a final update and progress results from that plan.

I am proud of the dedication, professionalism and work undertaken by our members throughout 2025.

Online fraud incidents continued to challenge residents across Haliburton County. In response, we expanded our outreach efforts with targeted education sessions and in-person presentations, helping individuals recognize emerging fraud tactics and protect themselves. As criminal methods evolve, our collaboration with community partners remains vital in identifying trends, supporting victims and preventing future offences.

Traffic safety remained a key priority. By focusing enforcement and education on the “Big Four” offences, speeding, impaired driving, distracted driving and lack of seatbelt use, we continued to reduce collision rates and enhance road safety across the region.

Throughout 2025, we advanced and expanded our use of new technologies introduced in recent years. The integration of body-worn cameras, in-car cameras, and Automated Licence Plate Recognition (ALPR) has strengthened evidence collection, increased transparency and enhanced officer and public safety. We also successfully integrated new radio systems, improving communication reliability in Haliburton County’s challenging geography and supporting more effective and coordinated frontline response. These technological advances further support operational effectiveness and member safety.

We also continued our partnerships to support individuals experiencing mental health crises. Working with Haliburton Highlands Health Services and other community agencies, we advanced co-response approaches that reduced barriers to care and ensured people received timely, appropriate support.

As we close out the 2023–2025 Action Plan, I am encouraged by the progress made across all priority areas. This work has strengthened our community relationships, enhanced service delivery and positioned us for continued success.

In 2026, we will release our new 2026-2029 Haliburton Highlands Detachment Action Plan. This is the first action plan developed under the Community Safety and Policing Act (CSPA). We are working closely with our Haliburton Highlands Police Detachment Board and engaging with community members to ensure the needs of our communities are reflected in the commitments we make for the next four years. Development of the 2026-2029 Haliburton Highlands Detachment Action Plan will coincide with the creation of the 2026-2029 OPP Strategic Plan creating organizational alignment.

AGENDA ITEM #8.2.

As we look ahead to emerging challenges and new opportunities in policing and community safety, our detachment members remain committed to our mission to serve our communities, protect our citizens, uphold the law, and preserve public safety.

Debra McClure
Detachment Commander
Haliburton Highlands

Summary of Commitments

Through analysis and consultation, the following areas of focus were identified for the years 2023-2025.

Crime	Roadways, Waterways and Trails	Community Well-Being
We are committed to reduce the harmful impact on our communities from the production and trafficking of opioids and other illicit drugs in Haliburton Highlands. We are committed to effective case management of all investigations with a goal of minimizing violent crime and to reduce victimization in our communities. We are committed to effective case management of all property crime investigations with a goal of minimizing harm and victimization within our communities.	To sustain a continuous and year-round focus on the causal factors of motorized vehicle collisions on our area roadways. To maintain an effective presence on our area All Terrain Vehicle (ATV) and Motorized Snow Vehicle (MSV) trails to manage the significant increase in recreational use of our trail system through out the year. To maintain an effective presence on our area waterways to manage the significant increase in recreational use of our lakes and rivers throughout the summer season. We are committed to enforcement, engagement and education efforts regarding the increasing presence of commercial motor vehicles (CMV) on our area roadways.	To seek out and identify efficiencies in integrated, collaborative response solutions in providing support to community members who are experiencing a mental health crisis. Re-establish the Haliburton County Tri-Services Committee. Seek out and identify members of the public who might be interested in a career in policing, both in regular uniform as well joining our detachment Auxiliary unit. Support and optimize the Haliburton Highlands Auxiliary Program for crime prevention and community engagement.

2025 Crime Progress Results

Commitment	Progress Results
We are committed to reduce the harmful impact on our communities from the production and trafficking of opioids and other illicit drugs in Haliburton Highlands.	We remain committed to reducing the harmful impact of opioid production and trafficking, as well as other illicit drugs, on communities throughout Haliburton Highlands. Throughout the reporting period, enforcement activity increased, with a focused effort on disrupting the illegal distribution of synthetic drugs and opioids. These efforts were supported through targeted investigations, intelligence-led enforcement and strong collaboration with partners including the Community Street Crime Unit (CSCU), regional and provincial policing partners and a range of external community partners. In addition to enforcement, we delivered targeted education sessions to increase community awareness, support early intervention and reduce the risks associated with drug use and trafficking. While the number of charges fluctuated from year to year due to shifting operational priorities, case complexity and emerging drug trends, the overall number of charges declined over the three-year period. This downward trend reflects the effectiveness of coordinated enforcement, community partnerships, education efforts and prevention-focused strategies in reducing drug-related harm across Haliburton County.
We are committed to effective case management of all investigations with a goal of minimizing violent crime and to reduce victimization in our communities.	We remain committed to effective case management to reduce violent crime and victimization in our communities. Through ongoing investment in member training, we have seen improved investigative response and strengthened support for victims. At the end of 2024, the OPP introduced the Detachment Abuse Issues Investigator (DAII) position, providing enhanced oversight of violent crime investigations. This role has improved case review, consistency in investigative practices and the identification of offences that may have previously gone unreported or under-classified. In 2025, violent crime increased by 32%, a change attributed in part to the DAII's enhanced investigative oversight, which resulted in more accurate reporting, better identification of offences and greater investigative scrutiny. This increase

	reflects improved detection and investigative rigor, not an erosion of community safety. These improvements have resulted in more robust investigations, better victim support and stronger overall case management.
We are committed to effective case management of all property crime investigations with a goal of minimizing harm and victimization within our communities.	We remain committed to effective case management of all property crime investigations with the goal of minimizing harm and reducing victimization within our communities. We took proactive steps to address property-related offences, including increased patrols and targeted awareness campaigns, particularly in remote areas where residents can be more vulnerable. We further strengthened community engagement by hosting town halls and other education sessions, providing residents with practical information on prevention, emerging trends and safety strategies. In addition, we leveraged the support of our OPP Auxiliary Unit to deliver the Safeguard Program, offering crime-prevention assessments and enhanced protection measures for those at risk. These combined efforts contributed to a consistent year-over-year decline in property crime across Haliburton County. In 2025 alone, incidents decreased by 8.5%, demonstrating the positive impact of prevention-focused initiatives, increased visibility and strong collaboration with the community. Our continued emphasis on education, outreach and early intervention remains essential to reducing property crime and supporting safer communities.

2025 Roadways, Waterways and Trails Progress Results

Commitment	Progress Results
To sustain a continuous and year-round focus on the causal factors of motorized vehicle collisions on our area roadways.	We remain committed to maintaining a continuous, year-round focus on the causal factors contributing to motorized vehicle collisions across our roadways. Members increased their engagement and enforcement efforts, prioritizing visibility, proactive traffic stops and education on high-risk driving behaviours. These sustained efforts have been a key contributing factor to the steady year-over-year decline in collisions within Haliburton County. In 2025 alone, collisions decreased by 18%, reflecting the positive impact of targeted enforcement, data-driven deployment and a consistent commitment to traffic safety. Our ongoing focus on reducing impaired, distracted and aggressive driving remains essential to ensuring safer roads for all community members.
To maintain an effective presence on our area All Terrain Vehicle (ATV) and Motorized Snow Vehicle (MSV) trails to manage the significant increase in recreational use of our trail system through out the year.	We remain committed to maintaining an effective and visible presence on our All-Terrain Vehicle (ATV) and Motorized Snow Vehicle (MSV) trails to support the significant year-round increase in recreational use. Our trail system has long been a destination for off-road and snow vehicle enthusiasts and ensuring a safe environment for all users continues to be a priority. Members worked closely with local clubs, community partners and specialized OPP units, including SAVE, to share important safety messaging and promote responsible riding practices. Even during periods when on-trail patrols were limited, officers maintained strong visibility through a consistent presence at trailheads, conducting RIDE initiatives and engaging directly with riders. These efforts contributed to year-over-year reductions in both ATV and MSV-related incidents, demonstrating the effectiveness of proactive education, visibility and targeted enforcement strategies. We will continue to strengthen partnerships, maintain proactive presence and support safe riding practices to ensure the trail system remains safe and enjoyable for all users.

To maintain an effective presence on our area waterways to manage the significant increase in recreational use of our lakes and rivers throughout the summer season.	We remain committed to maintaining an effective presence on our area waterways to support the significant increase in recreational use of our lakes and rivers throughout the summer season. Members conducted regular Marine Unit patrols and targeted enforcement initiatives, focusing on responding to reports of unsafe boating practices and ensuring that local waterways were used safely and responsibly by all. We worked closely with partners such as SAVE and neighbouring OPP detachments to enhance patrol coverage during peak periods and in high-traffic areas. In 2025, additional members received marine training, strengthening our capacity to support waterway safety and increasing our ability to respond effectively to calls for service. We also delivered education sessions and shared important safety messaging via social media with residents and visitors to promote responsible boating practices.
We are committed to enforcement, engagement and education efforts regarding the increasing presence of commercial motor vehicles (CMV) on our area roadways.	We remain committed to strong enforcement, engagement and education efforts in response to the increasing presence of CMVs on our area roadways. Throughout the reporting period, we addressed a rise in CMV-related complaints by providing members with enhanced training and additional tools to better identify violations and respond to community concerns. We worked collaboratively with key partners, including the Ministry of Transportation (MTO) and neighbouring OPP detachments, to strengthen our enforcement presence and increase our impact across shared transportation corridors. In 2025, several CMV blitzes were conducted with these partners, resulting in enhanced visibility, improved compliance and increased education for local commercial operators. These coordinated efforts contributed to a measurable reduction in collisions which contributed to improving roadway safety.

2025 Community Well-Being Progress Results

Commitment	Progress Results
To seek out and identify efficiencies in integrated, collaborative response solutions in providing support to community members who are experiencing a mental health crisis.	Haliburton Highlands Detachment, supported by the Crime Prevention Community Support Bureau (CPCSB), worked collaboratively with the Haliburton Highlands Health Centre to enhance supports for individuals experiencing a mental health crisis. Through a formal memorandum of understanding, our agencies strengthened coordination, clarified roles, and improved pathways to care for vulnerable community members. We also worked closely with the Community Safety and Well-Being (CSWB) Committee to ensure this initiative aligned with county-wide priorities and reflected a unified, multi-sector approach. In addition, we engaged with a broad range of partners across Haliburton County, further strengthening relationships and reinforcing an integrated response model for those experiencing a mental health crisis. This collective effort demonstrates our ongoing commitment to compassionate, timely, and effective support, and we remain dedicated to continuously improving the system to better meet the needs of our community.
Re-establish the Haliburton County Tri-Services Committee.	We are pleased to support the re-establishment of the Haliburton County Tri-Services Committee and are proud to be an active contributing partner. By bringing police, fire, and paramedic services back together in a coordinated forum, we strengthen communication, enhance interoperability, and ensure a unified approach to community safety. As a collective, we will work in concert to improve service delivery across every community in Haliburton County, reinforcing our shared commitment to collaboration, preparedness, and the well-being of all residents.
Seek out and identify members of the public who might be interested in a career in policing, both in regular uniform as well as joining our detachment Auxiliary Unit.	We remain committed to seeking out and identifying community members who may be interested in a career in policing, whether as Provincial Constables or as part of our valued Auxiliary Unit. Our detachment is fortunate to have a solid group of dedicated local Auxiliary members who consistently support and attend community events, strengthening our public engagement and enhancing visibility across Haliburton County.

AGENDA ITEM #8.2.

	We continue to actively recruit for Provincial Constables and have been pleased to welcome several new recruits to the area, helping to grow our team and ensure ongoing service excellence. This year also saw the welcomed addition of a new Detachment Commander, further reinforcing our leadership and commitment to community-focused policing. Together, these efforts support recruitment, deepen community partnerships, and help ensure our detachment reflects the values and spirit of the communities we proudly serve.
Support and optimize the Haliburton Highlands Auxiliary Program for crime prevention and community engagement.	We continue to support and optimize the Haliburton Highlands Auxiliary Program, recognizing the essential role our auxiliary members play in crime prevention and community engagement. We are proud of our dedicated OPP Auxiliary Unit, whose members have been consistently active throughout the community, supporting front-line officers, promoting crime prevention initiatives, and assisting at a wide range of community functions. Their presence is felt at parades, Remembrance Day ceremonies, “Fill a Cruiser” holiday events, and in local communities where they provide education on crime prevention and safety. Their ongoing commitment strengthens our relationships with residents, enhances public safety awareness, and reinforces our detachment’s connection to the community. We are grateful for their continued dedication and engagement, which significantly contributes to the overall well-being and safety of Haliburton County.

Other Community Updates

In response to community requests, the Haliburton Highlands Detachment led several crime prevention initiatives throughout the reporting period, with a particular focus on fraud prevention and safeguarding residences. Working collaboratively with community partners, the detachment increased public awareness and education regarding emerging crime trends within the county and those observed in neighbouring jurisdictions.

Educational efforts included a variety of presentations, such as Mental Health Crisis Response Team (MCRT) sessions, fraud prevention seminars, elder abuse awareness training, and “Lock It or Lose It” initiatives. Members also delivered presentations at the Take Back the Night events hosted by the YWCA in both 2024 and 2025, participating alongside local service providers to promote safety, awareness, and support for victims of gender-based violence. Additional community presentations, service-provider engagement events, and town hall meetings further supported ongoing outreach, transparency, and engagement.

The Haliburton Highlands Detachment remained committed to building strong relationships with diverse groups and organizations to enhance community safety and well-being. Members continued to actively participate in the Community Safety and Well-Being Committee, recognizing the importance of a collaborative, multi-sector approach to addressing complex social issues such as mental health, substance use, victimization, and crime prevention. Participation in this committee ensures police perspectives are integrated into broader community planning while strengthening partnerships with municipalities, health services, social supports, and community agencies to achieve shared outcomes.

Annual participation and engagement included Pride in the Highlands (formerly Minden Pride), Remembrance Day ceremonies with the Royal Canadian Legion Branch, local food drives, Santa Claus parades, and school-based events such as the Grade 8 hockey game against police. Members also took part in First Responders Day, partnering alongside fire, paramedic, and emergency service partners to recognize collective efforts, strengthen inter-agency relationships, and promote coordinated service delivery. Numerous additional community activities and engagement opportunities were attended throughout the year.

Strengthening relationships with First Nation, Inuit, and Métis communities continues to be a priority for both the OPP and the Haliburton Highlands Detachment. In 2024, members attended the National Day for Truth and Reconciliation ceremony with the Municipality of Algonquin Highlands, as well as Indigenous Veterans Day on November 8th in partnership with Hiawatha First Nation.

To address the growing demand for mental health-related support, the detachment partnered with Haliburton Highlands Health Services to implement a coordinated response model for mental health calls. This integrated approach has resulted in fewer repeat occurrences, enhanced access to local resources, and a strengthened partnership with health service providers.

In 2025, the detachment played a key role in the community response to a significant ice storm, working extended hours alongside municipal partners, emergency services, and utility providers to ensure public

AGENDA ITEM #8.2.

safety, conduct wellness checks, manage road closures, and support vulnerable residents during prolonged power outages. This response highlighted the importance of coordination, adaptability, and strong community partnerships during emergency events.

Additional engagement included hosting a charity golf tournament in honour of a fallen officer.

Between 2023 and 2025, the detachment welcomed 12 new recruits and introduced a new Detachment Commander in 2025, supporting continued stability, leadership, and effective service delivery within the community.

Calls for Service

Table 1.1

All CAD Events*	Immediate Police Response Required**
11,035	3,110

* This represents all Computer Aided Dispatch (CAD) event types created for each detachment area. Not all CAD events are dispatched to a frontline OPP detachment officer. Some events may have been actioned by another OPP member, diverted to another unit, or deemed a non-OPP event. This does not include officer or detachment generated events that have not been reported through the PCC, or any online reporting events.

** This represents the total number of CAD events prioritized for an immediate police response, indicating the potential for extreme danger, catastrophic circumstances, injury, the threat of injury, death, and/or crime in progress.

Crime and Clearance

Violent Crimes

Table 2.1

Offences	2023	2024	2025	Clearance Rate
01 - Homicide	0	0	0	--
02 - Other Offences Causing Death	0	0	0	--
03 - Attempted Murder	0	0	0	--
04 - Sexual Offences	29	16	29	75.86%
05 - Assaults/Firearm Related Offences	90	79	126	91.27%
06 - Offences Resulting in the Deprivation of Freedom	5	2	0	--
07 - Robbery	4	1	0	--
08 - Other Offences Involving Violence or the Threat of Violence	60	53	48	66.67%
09 - Offences in Relation to Sexual Services	0	0	0	--
10 - Total Violent Crime	188	151	203	83.25%

Property Crimes

Table 2.2

Offences	2023	2024	2025	Clearance Rate
01 - Arson	0	0	2	100.00%
02 - Break and Enter	54	42	48	31.25%
03 - Theft Over	48	33	34	8.82%
04 - Theft Under	94	110	106	18.87%
05 - Have Stolen Goods	9	5	1	100.00%
06 - Fraud	85	96	74	6.76%
07 - Mischief	77	52	56	21.43%
08 - Total Property Crime	367	338	321	18.07%

Other Criminal Code

Table 2.3

Offences	2023	2024	2025	Clearance Rate
01 - Illegal Gaming and Betting	0	0	0	--
02 - Offensive Weapons - Careless use of firearms	13	15	15	60.00%
03 - Failure to Comply - Judicial Orders/Unlawfully at Large	89	78	69	92.75%
04 - Disturb the Peace	5	6	13	23.08%
05 - Child Pornography	4	3	0	--
06 - Other Criminal Code (Ex. Traffic)	16	15	17	58.82%
07 - Total Other Criminal Code	127	117	114	75.44%

Table 2.4

Drugs

Offences	2023	2024	2025	Clearance Rate
01 - CDSA Possession	2	10	8	87.50%
02 - CDSA Trafficking	3	7	5	60.00%
03 - CDSA Importation & Production	0	0	0	--
04 - Cannabis Possession	0	0	0	--
05 - Cannabis Distribution	0	1	0	--
06 - Cannabis Sale	0	0	0	--
07 - Cannabis Importation & Exportation	0	0	0	--
08 - Cannabis Production	0	0	0	--
09 - Other Cannabis Violations	0	0	0	--
10 - Total Drugs	5	18	13	76.92%

AGENDA ITEM #8.2.**Federal Statutes****Table 2.5**

Offences	2023	2024	2025	Clearance Rate
Federal Statutes	48	25	5	100.00%

Traffic Violations**Table 2.6**

Offences	2023	2024	2025	Clearance Rate
01 - Dangerous Operation	2	3	0	N/A
02 - Flight from Peace Officer	6	7	7	14.29%
03 - Operation while Impaired/Low Blood Drug Concentration Violations	29	19	24	100.00%
04 - Failure or Refusal to Comply with Demand	1	1	2	100.00%
05 - Failure to Stop after Accident	2	2	1	0.00%
06 - Operation while Prohibited	4	7	5	100.00%
07 - Total	44	39	39	82.05%

Youth Crime**Table 2.7**

Disposition Type	2023	2024	2025
Bail	0	0	0
Conviction	0	1	6
Diversion	4	11	7
Non-Conviction	13	11	18
Not Accepted	1	0	0
POA Ticket	12	0	1
NULL	15	8	21
Total	45	31	53

Victim Referrals**Table 2.8**

Offences	2023	2024	2025
Sum of Offered	436	518	582
Sum of Accepted	143	179	237
Sum of Total	579	697	819
Sum of % Accepted	24.70%	25.68%	28.94%

Traffic and Road Safety

Motor Vehicle Collisions (MVC) by Type

(Includes roadway, off-road and motorized snow vehicle collisions)

Table 3.1

Offences	2023	2024	2025
Fatal Injury Collisions	5	4	2
Non-Fatal Injury Collisions	61	67	51
Property Damage Only Collisions	569	487	421
Alcohol-Related Collisions	31	14	17
Animal-Related Collisions	276	260	211
Speed-Related Collisions	61	39	38
Inattentive-Related Collisions	58	56	41
Persons Killed	5	4	3
Persons Injured	85	81	66

Primary Causal Factors in Fatal MVCs on Roadways

Table 3.2

Offences	2023	2024	2025
Fatal Roadway Collisions where Causal is Speed Related	0	0	0
Fatal Roadway Collisions where Causal is Alcohol/Drug Related	0	1	0
Persons Killed in Fatal Roadway Collisions where lack of Seatbelt/Helmet use is a Factor	0	0	0
Fatal Roadway Collisions where Causal is Inattentive Related	0	1	0
Fatal Roadway Collisions where Causal is Animal Related	0	0	0

Fatalities in Detachment Area

Table 3.3

Fatality Type	Category	2023	2024	2025
Roadway	Fatal Incidents	1	1	1
Roadway	Persons Killed	1	1	2
Roadway	Alcohol/Drug Related Incidents	0	1	0
Marine	Fatal Incidents	0	0	0
Marine	Persons Killed	0	0	0
Marine	Alcohol/Drug Related Incidents	0	0	0
Off-Road Vehicle	Fatal Incidents	3	3	1
Off-Road Vehicle	Persons Killed	3	3	1
Off-Road Vehicle	Alcohol/Drug Related Incidents	2	2	0
Motorized Snow Vehicle	Fatal Incidents	1	0	0
Motorized Snow Vehicle	Persons Killed	1	0	0
Motorized Snow Vehicle	Alcohol/Drug Related Incidents	1	0	0

Big 4

Table 3.4

Offences	2023	2024	2025
Distracted (HTA 78.1)	2	13	82
Impaired (CCC 320.14 & 320.15)	81	51	56
Seatbelt (HTA 106)	29	19	37
Speeding (HTA 128)	691	1,030	983

Charges**Table 3.5**

Offences	2023	2024	2025
HTA	1,356	1,679	1,783
Criminal Code Traffic	125	84	97
Criminal Code Non-Traffic	641	680	757
LLCA	53	36	50
Controlled Drug and Substance Act	31	69	49
Federal Cannabis Act	0	1	4
Provincial Cannabis Act	6	18	12
Other	325	279	311

Policing Hours

The OPP has developed a Service Delivery Model (SDM) in response to several reviews and audit recommendations. The SDM is designed to:

- Promote officer wellness through balanced workloads
- Determine adequate staffing levels at each detachment
- Ensure the continued delivery of adequate and effective policing services in accordance with the *Community Safety and Policing Act (CSPA)*

To support SDM implementation, the OPP is undertaking a multi-year staffing strategy to address required increases in detachment personnel. This model supports the OPP's ability to:

- Respond effectively to increasing calls for service
- Maintain safe communities through proactive patrols and community engagement
- Meet municipal expectations for police visibility

To monitor progress and guide detachment-level planning, the OPP has established time allocation targets for provincial constables (Figure 1). These targets reflect how time should ideally be distributed by the end of the SDM staffing strategy.

The targets are based on a provincial average, and variations are expected between detachments due to differences in geography, operational structure, recruitment and leave of absence rates.

Detachments may face challenges in achieving these targets, but progress is expected as scheduling, data quality and strategic deployment continue to improve.

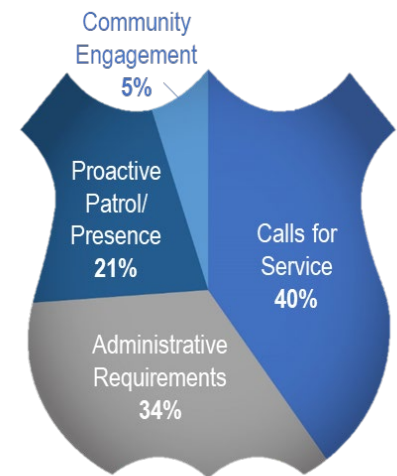


Figure 1: Service Delivery Model Provincial Target

Service Delivery Activity Allocations

Table 4.1

Calls for Service	Administrative Requirements	Proactive Patrol	Community Engagement
42.6%	36.7%	18.4%	2.3%

Hours (Field Personnel)

Table 4.2

	2023	2024	2025
TOTAL FRONTLINE HOURS	52,191	60,699	59,808

Endnotes

Tables 2.1, 2.2, 2.3, 2.4, 2.5, 2.6

Source: Niche Records Management System (RMS), (2026/02/24)

Note:

- Statistics Canada's Uniform Crime Reporting Survey was designed to measure the incidence of crime in Canadian society and its characteristics.
- Reported, Unfounded, Actual, Not Cleared, Cleared by Charge and Cleared Otherwise counts (2023, 2024 and 2025) and Clearance Rate for 2025 included.
- Actual counts and Clearance Rate (2023, 2024 and 2025) included.
- The most serious violation methodology (MSV) is used, which is the same as Statistics Canada's methodology. The MSV counts only the first of up to four offences per incident that occurred in the specific time range.
- First Nation population is not included.
- UCR Statistics Canada Verified (green checkmark) only.

Table 2.1 Violent Crimes

Corresponding Violation Description

01 Murder 1st Degree, Murder 2nd Degree, Manslaughter, Infanticide

02 Criminal Negligence Causing Death, Other Related Offences Causing Death

03 Attempted Murder, Conspire to Commit Murder

04 Sexual offence which occurred prior to January 4, 1983, Sexual Assault, Level 3, Aggravated, Sexual Assault, Level 2, Weapon or Bodily Harm, Sexual Assault, Level 1, Sexual Interference, Invitation to Sexual Touching, Sexual Exploitation, Sexual Exploitation of a Person with a Disability, Incest, Corrupting Morals of a Child, Making Sexually Explicit Material Available to Children, Parent or Guardian Procuring Sexual Activity, Householder Permitting Sexual Activity, Luring a Child via Computer, Agreement or Arrangement - Sexual Offence Against a Child, Bestiality - Commits, Compels Another Person, Bestiality in, Presence of, or Incites, a Child, Voyeurism, Non-Consensual Distribution of Intimate Images

05 Assault Level 3, Aggravated, Assault Level 2, Weapon/Bodily Harm, Assault Level 1, Unlawfully Causing Bodily Harm, Discharge Firearm with Intent, Using firearm/Imitation of Firearm in the Commission of an Offence, Pointing a Firearm, Assault, Peace-Public Officer, Assault Against Peace Officer with a Weapon or Causing Bodily Harm, Criminal Negligence Causing Bodily Harm, Trap Likely to or Causing Bodily Harm, Other Assaults

06 Kidnapping, Forcible Confinement, Hostage Taking, Trafficking in Persons, Abduction Under 14, Not Parent/Guardian, Abduction Under 16, Removal of Children from Canada, Abduction Under 14 Contravening a Custody Order, Abduction Under 15 by Parent/Guardian

07 Robbery, Robbery to Steal Firearm

08 Extortion, Intimidation of a Justice System Participant or a Journalist, Intimidation of a Non-justice System Participant, Criminal Harassment, Indecent/Harassing Communications, Utter Threats to Person, Explosives Causing Death/Bodily Harm, Arson - Disregard for Human Life, Other Violations Against the Person, Failure to Comply with Safeguards (MAID), Forging/Destruction of Documents (MAID)

09 Obtaining Sexual Services for Consideration, Obtaining Sexual Services for Consideration from Person Under the Age of 18 Years, Material Benefit from Sexual Services, Material Benefit from Sexual Services Provided by Person Under the Age of 18 Years, Procuring, Procuring a Person Under the Age of 18 Years, Advertising Sexual Services

Table 2.2 Property Crimes**Corresponding Violation Description**

01 Arson

02 Break & Enter, Break & Enter to Steal a Firearm, Break & Enter a Motor Vehicle (Firearm)

03 Theft over \$5000, Theft over \$5000 from a Motor Vehicle, Shoplifting over \$5000, Motor Vehicle Theft

04 Theft \$5000 or Under, Theft under \$5000 from a Motor Vehicle, Shoplifting \$5000 or Under

05 Trafficking in Stolen Goods over \$5000, Possession of Stolen Goods over \$5000, Trafficking in Stolen Goods \$5000 and Under, Possession of Stolen Goods \$5000 and Under

06 Fraud, Identity Theft, Identity Fraud

07 Mischief, Mischief to Cultural Property, Hate-motivated mischief relating to property used by identifiable group, Mischief Relating to War Memorials, Altering/Destroying/Removing a Vehicle Identification Number (VIN)

Table 2.3 Other Criminal Code**Corresponding Violation Description**

01 Betting House, Gaming House, Other Violations Related to Gaming and Betting

02 Offensive Weapons: Explosives, Weapons Trafficking, Possession and Distribution of Computer Data (Firearm), Altering Cartridge Magazine, Weapons Possession Contrary to Order, Possession of Weapons, Unauthorized Importing/Exporting of Weapons, Firearms Documentation/Administration, Unsafe Storage of Firearms

03 Failure to Comply – Judicial Orders/Unlawfully at Large: bail violations, escape custody, fail to attend court, breach of probation

04 Disturb the Peace

05 Child Pornography: including making or distributing

06 Public Communications to Sell Sexual Services, Offences Related to Impeding Traffic to Buy or Sell Sexual Services, Counterfeiting, Indecent Acts, Voyeurism (Expired), Corrupting Morals, Lure child via Computer (Expired), Obstruct Public/Peace Officer, Trespass at Night, Threatening/Harassing Phone Calls (Expired), Utter Threats Against Property or Animals, Advocating Genocide, Public Incitement of Hatred, Promoting or Advertising Conversion Therapy, Unauthorized Recording of a Movie/Purpose of Sale, Rental, Commercial, Distribution, Offences Against Public Order (Part II CC), Property or Services for Terrorist Activities, Freezing of Property, Disclosure, Audit, Participate in Activity of Terrorist Group, Facilitate Terrorist Activity, Instruction/Commission of Act of Terrorism, Hoax – Terrorism, Advocating/Promoting Terrorism, Firearms and Other Offensive Weapons (Part III CC), Leave Canada to Participate in Activity of a Terrorist Group, Leave Canada to Facilitate Terrorist Activity, Leave Canada to Commit Offence for Terrorist Group, Leave Canada to Commit Offence that is Terrorist Activity, Harbour/Conceal Terrorist (Max = Life), Harbour/Conceal Terrorist (Max Does Not = Life), Harbour/Conceal Person Likely to Carry Out Terrorist Activity, Offences Against the Administration of Law and Justice (Part IV CC). Sexual Offences, Public Morals and Disorderly Conduct (Part V CC), Invasion of Privacy (Part VI CC), Failure to Comply with Regulations / Obligations for Medical Assistance in Dying (MAID), Other Offences Against the Person and Reputation, Offences Against the Rights of Property (Part IX CC), Fraudulent Transactions, Relating to Contracts and Trade (Part X CC), Offences Related to Currency, Proceeds of Crime (Part XII.2 CC), Attempts, Conspiracies, Accessories, Instruct Offence for Criminal Organization, Commit Offence for Criminal Organization, Participate in Activities of Criminal Organization, Recruitment of Members by a Criminal Organization, All Other Criminal Code (includes Part XII.1 CC)

Table 2.4 Drugs**Corresponding Violation Description**

01 Possession – Heroin, Possession – Cocaine, Possession - Other Controlled Drugs and Substances Act, Possession - Methamphetamine (Crystal Meth), Possession - Methylenedioxyamphetamine (Ecstasy), Possession – Opioid (other than heroin)

02 Trafficking – Heroin, Trafficking – Cocaine, Trafficking - Other Controlled Drugs and Substances Act, Trafficking - Methamphetamine (Crystal Meth), Trafficking - Methylenedioxyamphetamine (Ecstasy), Trafficking – Opioid (other than heroin)

03 Import / Export – Heroin, Import / Export – Cocaine, Import / Export - Other Controlled Drugs and Substances Act, Import / Export - Methamphetamines (Crystal Meth), Import / Export - Methylenedioxyamphetamine (Ecstasy), Import/Export – Opioid (other than heroin), Production – Heroin, Production – Cocaine, Production - Other Controlled Drugs & Substances Act, Production - Methamphetamines (Crystal Meth), Production - Methylenedioxyamphetamine (Ecstasy), Production – Opioid (other than heroin), Possession, sale, etc., for use in production of or trafficking in substance

04 Possession of illicit or over 30g dried cannabis (or equivalent) by adult, Possession of over 5g dried cannabis (or equivalent) by youth, Possession of budding or flowering plants, or more than four cannabis plants, Possession of cannabis by organization

05 Distribution of illicit, over 30g dried cannabis (or equivalent), or to an organization, by adult, Distribution of cannabis to youth, by adult, Distribution of over 5g dried cannabis (or equivalent), or to an organization, by youth, Distribution of budding or flowering plants, or more than four cannabis plants, Distribution of cannabis by organization, Possession of cannabis for purpose of distributing

06 Sale of cannabis to adult, Sale of cannabis to youth, Sale of cannabis to an organization, Possession of cannabis for purpose of selling

07 Importation and exportation of cannabis, Possession of cannabis for purpose of exportation

08 Obtain, offer to obtain, alter or offer to alter cannabis, Cultivate, propagate or harvest cannabis by adult, Cultivate, propagate or harvest cannabis by youth or organization

09 Possess, produce, sell, distribute or import anything for use in production or distribution of illicit cannabis, Use of young person in the commission of a cannabis offence, Other Cannabis Act

Table 2.5 Federal Statutes**Corresponding Violation Description**

Bankruptcy Act, Income Tax Act, Canada Shipping Act, Canada Health Act, Customs Act , Competition Act, Excise Act, Youth Criminal Justice Act (YCJA), Immigration and Refugee Protection Act, Human Trafficking (involving the use of abduction, fraud, deception or use of threat), Human Smuggling fewer than 10 persons, Human Smuggling 10 persons or more, Firearms Act, National Defence Act, Emergencies Act, Quarantine Act, Other Federal Statutes

Table 2.6 Traffic Violations

Corresponding Violation Description

01 Dangerous Operation Causing Death, Dangerous Operation Causing Bodily Harm, Dangerous Operation

02 Flight from Peace Officer

03 Operation - low blood drug concentration, Operation while impaired causing death (alcohol), Operation while impaired causing death (alcohol and drugs), Operation while impaired causing death (drugs), Operation while impaired causing death (unspecified), Operation while impaired causing bodily harm (alcohol), Operation while impaired causing bodily harm (alcohol and drugs), Operation while impaired causing bodily harm (drugs), Operation while impaired causing bodily harm (unspecified), Operation while impaired (alcohol), Operation while impaired (alcohol and drugs), Operation while impaired (drugs), Operation while impaired (unspecified)

04 Failure or refusal to comply with demand (alcohol), Failure or refusal to comply with demand (alcohol and drugs), Failure or refusal to comply with demand (drugs), Failure or Refusal to Comply with Demand (unspecified), Failure or refusal to comply with demand, accident resulting in bodily harm (alcohol), Failure or refusal to comply with demand, accident resulting in bodily harm (alcohol and drugs), Failure or refusal to comply with demand, accident resulting in bodily harm (drugs), Failure or refusal to comply with demand, accident resulting in bodily harm (unspecified), Failure or refusal to comply with demand, accident resulting in death (alcohol), Failure or refusal to comply with demand, accident resulting in death (alcohol and drugs), Failure or refusal to comply with demand, accident resulting in death (drugs), Failure or refusal to comply with demand, accident resulting in death (unspecified)

05 Failure to stop after accident resulting in death, Failure to stop after accident resulting in bodily harm, Failure to stop after accident, Operation while prohibited

06 Operation while Prohibited

Table 2.7 Youth Crime

Source: Niche Records Management System (RMS), (2026/03/06)

Note:

- Youth Charges by Disposition Type
- Only charges that have had a disposition type recorded in the OPP Niche RMS application are included.
- Youth charges without a disposition type are not included which may result in under stating the actual youth charges.
- "NULL" represents blanks, or where officers did not indicate the Disposition Type, however charges were applied.

Table 2.8 Victim Referrals

Source: Niche Records Management System (RMS), (2026/03/06)

Note:

- Number of Referrals to Victim Service Agencies

Table 3.1 Motor Vehicle Collisions (MVC) by Type

Source: Ontario Provincial Police, Collision Reporting System (CRS), (2026/02/24)

Note:

- Total Motor Vehicle Collisions (Fatal Injury, Non-Fatal Injury and Property Damage Only): Reportable Fatal Injury, Non-Fatal Injury and Property Damage Only Collisions entered into the eCRS for All Motorized Vehicles (MVC-Roadway, MSV- Snowmobile and ORV-Off Road Report Type) regardless of completion/approval status.
- Alcohol/Drug Related Collisions: Reportable MVC collisions where Alcohol/Drug Involved field indicated as Yes OR Contributing Factor scored as Ability Impaired (Alcohol or Drug) OR Driver Condition reported as Had Been Drinking or Ability Impaired.
- Animal Related Collisions: Reportable MVC collisions where Contributing Factor scored as Animal OR Wildlife Involved was an Animal OR Sequence of Events was an Animal.
- Speed Related Collisions: Reportable MVC collisions where Contributing Factor scored as Excessive Speed or Speed Too Fast For Conditions OR Driver Action reported as Exceeding Speed Limit or Speed Too Fast For Conditions.
- Inattentive Related Collisions: Reportable MVC collisions where Contributing Factor scored as Inattentive OR Driver Condition reported as Inattentive.
- Persons Killed or Injured: Number of Persons Injured or Killed in Reportable MVC collisions.

Table 3.2 Primary Causal Factors in Fatal MVCs on Roadways

Source: Ontario Provincial Police, Collision Reporting System (CRS), (2026/02/24)

Note:

- Fatal Roadway Collisions where Causal is Speed Related: Reportable Fatal Roadway Collisions where Contributing Factor scored as Excessive Speed or Speed Too Fast For Conditions OR Driver Action reported as Exceeding Speed Limit or Speed Too Fast For Conditions.
- Fatal Roadway Collisions where Causal is Alcohol/Drug Related: Reportable Fatal Roadway Collisions where Contributing Factor where Alcohol/Drug Involved field indicated as Yes OR Contributing Factor scored as Ability Impaired (Alcohol or Drug) OR Driver Condition reported as Had Been Drinking or Ability Impaired.
- Persons Killed in Fatal Roadway Collisions where lack of Seatbelt/Helmet use is a Factor: Persons Killed in Reportable Fatal Roadway Collisions where Victim is fatally injured AND a vehicle occupant AND where safety equipment reported to be not used but available.
- Fatal Roadway Collisions where Causal is Inattentive Related: Reportable Fatal Roadway Collisions where Contributing Factor scored as Inattentive OR Driver Condition reported as Inattentive.
- Fatal Roadway Collisions where Causal is Animal Related: Reportable Fatal Roadway Collisions where Contributing Factor scored as Animal OR Wildlife Involved was an Animal OR Sequence of Events was an Animal.

Table 3.3 Fatalities in Detachment Area

Source: Ontario Provincial Police, Collision Reporting System (CRS), (2026/02/24)

Note:

- Fatal Incidents: Reportable Fatal Collisions by Report Type (Roadway, Marine, Off-Road Vehicle, Motorized Snow Vehicle).
- Persons Killed: Number of Involved Persons where Injury is fatal by Report Type (Roadway, Marine, Off-Road Vehicle, Motorized Snow Vehicle).
- Alcohol/Drug Related Incidents: Reportable Fatal Collisions by Report Type (Roadway, Marine, Off-Road Vehicle, Motorized Snow Vehicle) where Alcohol/Drug Involved field indicated as Yes OR Contributing Factor scored as Ability Impaired (Alcohol or Drug) OR Driver Condition reported as Had Been Drinking or Ability Impaired.

Table 3.4 Big 4

Source: Niche Records Management System (RMS) & eTicket, (2026/02/24)

Note:

- Speeding (HTA 128): Charges are based on date charged. Speeding = HTA s.128 charges.
- Seatbelt (HTA 106): Charges are based on date charged. Seatbelt = HTA s.106 charges.
- Distracted (HTA 78.1): Charges are based on date charged. Distracted = HTA s.78.1 charges.
- Impaired (CCC 320.14 & 320.15): Charges are based on date charged. Impaired = CCC s.320.14 & 320.15 charges.

Table 3.5 Charges

Source: Niche Records Management System (RMS) & eTicket, (2026/02/24)

Note:

- HTA: Charges are based on date charged. Highway Traffic Act Statute charges.
- Criminal Code Traffic: Charges are based on date charged. Criminal Code Traffic (CCC s320.13, 320.14, 320.15, 320.16, 320.17 & 320.18) charges.
- Criminal Code Non-Traffic: Charges are based on date charged. All CCC charges not included in the Criminal Code Traffic section above.
- LLCA: Charges are based on date charged. Liquor Licence and Control Act charges.
- Federal Cannabis Act: Charges are based on date charged. Cannabis Act charges.
- Provincial Cannabis Act: Charges are based on date charged. Cannabis Control Act charges.
- Controlled Drug and Substance Act: Charges are based on date charged. Controlled Drug and Substance Act charges.
- Other: Charges are based on date charged. "Other" charges is comprised of CAIA, Other Provincial & Federal Offences not already captured in sections above.

Table 4.1 Service Delivery Activity Allocations

Source: Daily Activity Reporting (DAR) System

Date: January 12, 2026

Note: Activity allocation percentages are based on the total reported hours of detachment provincial constables performing duties within their home detachment location.

Table 4.2 Hours (Field Personnel)

Source: Daily Activity Reporting (DAR) System

Date: March 06, 2026

Note:

- Total reported hours, excluding paid duties.
- Includes Provincial Constable to Sergeant ranks only.
- Excludes First Nations badge numbers.
- Excludes administrative accounts and joint services accounts.
- Excludes incomplete DAR entries and those with errors.
- Excludes General Headquarters location codes.

CONTACT THE OPP

Know your location - be ready to describe the situation and your location. Look for addresses, landmarks and buildings that may help identify your location.

REACH THE OPP BY PHONE

- Call 9-1-1 if there is an immediate risk to someone's life or property
 - to stop or report a crime in progress
 - to report a fire
 - to report a life-threatening medical emergency
 - Don't hang up, stay on the line
- To report non-life-threatening incidents that require a police response, use the non-emergency line (1-888-310-1122) or go to opp.ca/reporting
- TTY 1-888-310-1133 or agent 511 for registered subscribers may be used for individuals in the Deaf, Hard of Hearing and Speech Impaired (DHHSI) community to contact police
- For all administrative inquiries or to schedule an appointment, find contact information for your local detachment at opp.ca/detachments

PROVIDE AN ANONYMOUS TIP

- Call Crime Stoppers at 1-800-222-8477 (TIPS) or visit www.crimestoppers.ca

REPORT AN INCIDENT ONLINE

- The OPP offers online reporting for minor, non-emergency occurrences in areas of OPP jurisdiction. opp.ca/reporting allows you to submit a report without visiting or calling.
- Use the online reporting tool for:
 - Theft Under \$5,000
 - Mischief / Damage to Property Under \$5,000
 - Mischief / Damage to Vehicle Under \$5,000
 - Theft from Vehicle Under \$5,000
 - Lost / Missing Property Under \$5,000, including a licence plate(s) or validation sticker(s)
 - Driving Complaints

If you are reporting an emergency, call 9-1-1.

#KNOWWHENTOCALL

9-1-1 is for emergencies only: If there is an immediate risk to someone's life or property.

- ✓ a crime in progress
- ✓ a fire
- ✓ a life-threatening medical emergency

Dialed 9-1-1 accidentally? #Be911Ready. Don't hang up, stay on the line and speak with an OPP Communicator to confirm there's no emergency.

The misuse of 911 ties up emergency lines, communicators and officers, which can result in a slower response to a real emergency and risks the safety of people who may need urgent help.

It is against the law to call 9-1-1 as a joke. Prank 9-1-1 calls can be dangerous and waste valuable emergency resources.

DETACHMENT BOARD ANNUAL REPORT

2025

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Notice of Issue: The Increase in Antisemitism and Hate-Motivated Incidents

A. The Inspector General of Policing of Ontario – Duty to Monitor and Advise

Under Ontario's *Community Safety and Policing Act, 2019* (CSPA), the Inspector General of Policing has a duty to monitor and advise on the delivery of adequate and effective policing in Ontario.

This is my first Notice of Issue. As part of my monitoring and advisory duty, I have created this mechanism to identify and call attention to issues relating to the delivery of policing and police governance that, if left unaddressed, could negatively impact community safety and public confidence in police. The overall goal of this notice (and the actions taken pursuant to it) is to ensure compliance with the CSPA and its regulations.

B. The Increase in Antisemitism and Hate-Motivated Incidents¹

Crime statistics gathered reveal an overall increase in hate-motivated incidents in Ontario from 2020 to 2024. These statistics demonstrate a particularly staggering increase in incidents against the Jewish community, motivated by antisemitism. Since 2023, Jewish communities have been the most targeted group for hate crimes in Canada while representing less than 1% of Canada's population.

Ontario has seen increasing intimidation, violence and vandalism that is targeted at members of the Jewish community. In recent months, hate-motivated incidents have escalated to include firearms being discharged at synagogues, schools and businesses. Additionally, the Inspectorate of Policing has received complaints of hate-motivated incidents occurring in the context of protests.

Since October 7, 2023, police services and boards have already implemented new approaches and reallocated significant resources in response to antisemitic hate-motivated incidents. I acknowledge the significant work that police services and boards have already done in response to this issue and thank them for their continued commitment. This Notice of Issue is aimed at continuing to evolve the approaches taken by police services and boards across Ontario's policing sector and enhance consistency.

¹ A "hate-motivated incident" includes both hate-motivated crimes and incidents that do not rise to the level of a criminal offence but are otherwise hateful, such as the use of racial slurs.

It is important to recognize both the recent rise of hate-motivated incidents against various communities/groups and the disproportionate rise of hate-motivated incidents against the Jewish community. Within this context, this Notice of Issue is aimed at addressing the increase in antisemitism and contains actions that police services and boards are strongly encouraged to take to ensure policing is adequate and effective having regard to the needs of the Jewish community.

While focused on antisemitism, police services and boards should also consider how the actions outlined below can inform their response to address hate-motivated incidents against other communities/groups in a manner that meets their needs.

C. The Inspector General's Actions and Engagement on this Issue

Given the significance of these issues, I have taken the following actions as part of my duty to monitor and advise police services and boards:

1. I have required several Ontario police services and boards to provide the Inspectorate of Policing with data to facilitate an analysis of the present policing response to the rise in antisemitic hate-motivated incidents and help identify areas of challenge and appropriate responses for the delivery of adequate and effective policing, and strong police governance. I have also reviewed data from other sources (e.g. Statistics Canada, Office for Democratic Institutions and Human Rights), alongside a comprehensive literature review of academic research and industry reports. Integrating the findings between the analysis and literature review allowed me to identify trends, leading practices, and shared challenges in addressing hate-motivated incidents by services and boards.
2. With that foundation, I hosted a meeting with a group of police chiefs, police service boards and the Commissioner of the Ontario Provincial Police, along with Jewish and community organizations. The meeting focused on how Ontario police services and boards are addressing the rise in hate-motivated incidents, particularly incidents targeting Jewish communities. This includes appropriately using the range of measures to respond to antisemitism and hate-motivated incidents, such as *Criminal Code*, provincial and by-law offences which protect persons, property, and public order.
3. At the meeting, we also discussed specific actions that can continue fortifying the approach to the policing of antisemitic hate-motivated incidents. Some police services and boards profiled how some of these actions had already been implemented locally, shared experiences in terms of impact and identified areas for continued advancement.

The following are actions that police services and boards should continue implementing or consider implementing. The Ontario Association of Chiefs of Police (OACP) and Police Governance Ontario (PGO) have agreed to play a role in supporting the ongoing implementation of these actions. I strongly encourage the Ontario policing sector, supported by the OACP and PGO, to enhance the consistent application of these specific actions across the sector, with local variation where appropriate or necessary. The seven (7) actions include, but are not limited to:

- **Standardized classification and capturing consistent information for hate-motivated offences:** Police services consistently and properly documenting hate-motivated incidents in their records management systems to support evidence-based policing by enhancing accuracy in capturing who/what these incidents target and creating a more accurate picture of the scope/magnitude of the issue. Police services should also maximize information sharing across services to better identify and communicate trends, including by continuing to participate in the Hate Crime and Extremism Investigative Team.²
- **Centralization of functions and multidisciplinary approach:** Police services centralizing functions relevant to the identification, investigation and victim support concerning antisemitic hate-motivated incidents, including the functions of investigations units, crime analysis units and victim support units or organizations. This can be accomplished through multidisciplinary teams or dedicated entities, such as a hate crime unit.
- **Application of release conditions focused on preventing re-offending and recognizing community harm:** Police officers properly and consistently considering the impact of hate-motivated offences on Jewish communities when exercising their discretion to impose release conditions on individuals charged with hate-motivated or other offences. This can be supported through training and supporting materials concerning the possible conditions that can be imposed in these circumstances and supervision to ensure consistent application.
- **Enhanced supervision:** Police services ensuring there is enhanced supervision for responding to hate-motivated incidents. This can include notifying a dedicated senior officer of all reported hate-motivated incidents, particularly where the police service does not have a dedicated hate crime unit. Supervision should focus on individual investigations but also consider the broader ability of the service to respond to hate-motivated incidents in a manner that meets the needs of the community.

² The Hate Crime and Extremism Investigative Team is a network of police services that co-ordinates intelligence gathering for police and provides specialized support for investigations into hate-motivated offences.

- **Training:** Police service boards and services receiving training on how contemporary antisemitism is manifested, informed in part by the International Holocaust Remembrance Alliance's working definition of antisemitism, adopted both provincially and federally, and by the federal government's Canadian Handbook on IHRA, to provide guidance in identifying and appropriately addressing conduct motivated by antisemitic bias, prejudice or hate. Police officers should also receive consistent and appropriate training on the full panoply of legal and related tools to address incidents motivated by bias, prejudice or hate, using real case scenarios.
- **Assistance to victims and communities and community impact statements:** Police services creating dedicated capacity for providing support to victims and communities impacted by antisemitic hate-motivated incidents, including through partnership with victim service support organizations and continuing to reduce barriers for victims to encourage reporting. Police services also exploring how to effectively and consistently facilitate community impact statements for sentencing by partnering with organizations representing impacted Jewish communities.
- **Board prioritization and reporting:** Police service boards updating their strategic plans and policies to require the police service to prioritize implementing the above actions in addressing hate-motivated incidents, including incidents motivated by antisemitism, and requiring the chief of police to report to the board on implementation to inform further policy development and to monitor how operations align with board priorities.

D. Applying this approach for other hate-motivated incidents based on local and community needs and data

While this Notice of Issue is focused on the policing response to antisemitic hate-motivated incidents based on current national and provincial data, police services and boards are required to be responsive to the needs of all members of the community who are the target of hate-motivated incidents on the basis of race, religion, ethnic origin, sex, sexual orientation, gender identity, gender expression or any other protected human rights grounds. Hate is not uniformly experienced amongst groups and different groups may have different needs. In addition to considering the actions outlined above, police services and boards should consider all available data to identify other groups who are victimized by hate-motivated incidents in their area of policing responsibility, engage with community organizations representing those groups and tailor their policing response to hate-motivated incidents based on the needs of their local community.

E. Ongoing monitoring to evaluate impact of the identified actions

My office will continue monitoring and engaging the sector on the policing response to antisemitic hate-motivated incidents, including future collection and analysis of data.

The Inspectorate of Policing will provide the public with updates, when available, about actions related to this Notice of Issue.



Ryan Teschner
Inspector General of Policing

Date: July 14, 2026

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Briefing Note

Subject: Bill 119: Protecting Ontario's Streets and Communities Act, 2026

Proposed Amendments Affecting Police Governance Boards

Date: May 27, 2026

Overview

Police Governance Ontario (PGO) is currently reviewing Bill 119, the Protecting Ontario's Streets and Communities Act, 2026, including proposed amendments to the Community Safety and Policing Act, 2019 (CSPA) that may impact police governance boards across Ontario, including:

- Municipal police service boards
- OPP detachment boards
- First Nation boards that have opted into the CSPA framework

At this stage, Bill 119 has received First Reading only and has not yet been passed. As a result, the proposed amendments may continue to evolve as the legislative process progresses.

Initial Observations

Based on PGO's preliminary review, the proposed amendments appear intended to strengthen consistency, accountability, transparency and strategic alignment across Ontario's policing framework.

PGO supports the importance of strong and effective police governance and will continue approaching these developments constructively and with curiosity as additional information becomes available.

While further analysis is ongoing, several proposed amendments may be of particular interest to police governance boards.

Key Areas of Proposed Change

The proposed amendments include provisions related to:

- New authority for the Solicitor General to issue directives requiring certain priorities to be reflected in board strategic plans
- Requirements for boards to review and potentially revise strategic plans following Ministerial directives

- Expanded advisory and oversight relationships involving the Solicitor General and the Inspector General
- Changes related to board member misconduct provisions and confidentiality requirements
- New restrictions involving employment or service contracts with current or former board members

Emerging Governance Considerations

While the proposed amendments appear intended to strengthen governance and public confidence across the policing framework, implementation details will be significant, particularly in relation to:

- Local civilian governance responsibilities
- Strategic planning authority and accountability
- Operational practicality and administrative burden
- Board capacity and available governance resources
- Alignment between provincial priorities and local community needs

Areas PGO Is Monitoring Closely

As part of its ongoing review and sector engagement efforts, PGO is paying close attention to several areas, including:

- The potential impact of Ministerial directives on locally developed strategic plans
- Implementation expectations, timelines and transition requirements for boards
- Potential impacts on local governance autonomy and community responsiveness
- The evolving relationship between the Solicitor General, the Inspector General and police governance bodies
- Implications for smaller and mid-sized boards with limited administrative capacity
- Future regulations, directives or guidance materials that may further define these proposed authorities

PGO's Ongoing Approach

PGO will continue engaging with member boards, sector partners and government representatives as the legislation progresses through the legislative process.

Members are encouraged to share perspectives, questions or implementation concerns with PGO to help inform ongoing analysis, sector education and advocacy efforts.

PGO will continue monitoring developments closely and will provide additional updates, analysis and governance resources as more information becomes available.

Clear Expectations. Practical Tools. Real Progress.

GOVERNANCE IN MOTION

— Edition 6 Summer 2026

In This Edition

1. Transition to Police Governance Ontario
2. Message from the Chair
3. Message from the Executive Director
4. What Boards Should Be Focused on Now
5. Training Expansion and What It Means
6. Conference Highlights
 - Police Employment Conference
 - IPCO Conference
7. First Nations Governance Supports
8. New Website and Member Experience
9. Member Discussion Groups
10. June Conference Preview

Welcome to the Summer Edition

The past few months have marked an important period for police governance in Ontario. From the conversations and learning shared at our Spring Conference and Virtual Summit, to emerging legislative developments and election-year preparations, boards continue to navigate an evolving governance landscape.

This edition highlights key governance themes, emerging trends, member resources, and practical supports designed to help boards govern with confidence, consistency, and purpose.

Inside, you'll find conference and summit highlights, insights from the 2026 StrategyCorp Board Chair Survey, updates on Bill 119, new resources available through the Members Portal, and opportunities to continue the conversation through upcoming discussion groups and events. Thank you for your continued commitment to effective civilian police governance and safer communities.

Stay Connected with PGO

- Have a question or topic to share?
communications@pgo.ca

- Visit us online

www.policegovernanceontario.ca

- Follow and connect

LinkedIn | Instagram | Facebook





Al Boughton

**Chair
Police Governance
Ontario**

Message from the Chair

AGENDA ITEM #9.3.

Over the past several weeks, Canadians have witnessed the tragic loss and injury of police officers in the line of duty. At the same time, we continue to see communities grappling with acts of hate, violence, social division, and growing concerns about public safety. We have also seen incidents that challenge public confidence and remind us of the importance of accountability within our institutions.

These events can sometimes appear contradictory. They are not.

Strong public safety requires both trust in policing and confidence in the systems that provide oversight and accountability. One cannot exist without the other.

This is the environment in which police governance boards operate today. Our responsibility is not to choose between supporting police services and demanding accountability. Effective governance requires both. We must ensure that police services have the leadership, resources, and support necessary to meet increasingly complex demands while also maintaining the transparency and oversight that communities rightfully expect.

As we prepare for a period of transition across many boards in Ontario, this responsibility becomes even more important. Good governance provides continuity during change and stability during uncertainty.

The challenges facing our communities are significant. The opportunity for governance leaders to contribute to solutions is equally significant.

Message from the Executive Director

As Executive Director of Police Governance Ontario, I believe police governance is ultimately about people. It is about building public trust through strong, transparent oversight while recognizing and supporting those who serve our communities every day. Safe communities depend on both public confidence in policing and the knowledge that the officers who protect us are valued, respected, and supported. That is a responsibility that we all share.

Across Canada, five police officers have lost their lives in the line of duty in less than three months, three of them deliberately murdered while serving their communities. Several other officers have been seriously injured. Behind each of these tragedies are families whose lives have been changed forever, colleagues carrying unimaginable grief, and communities reminded of the tremendous sacrifices made by those who protect us.

Now, more than ever, we must stand together. We must continue to strengthen the relationships that underpin effective policing. We must continue to foster trust between police and the communities they serve. And we must never become indifferent to acts of violence directed at those who have chosen a profession dedicated to protecting others.

On behalf of Police Governance Ontario, we extend our deepest condolences to the families, friends, and policing colleagues of Sergeant Anaïs Fortin-Cozzens, Sergeant Brandon Malcolm, Provincial Constable Tarun Bali, Constable Marc Pinizzotto, and Constable Mohamed Lamine Benredouane. Their service, courage, and sacrifice will not be forgotten.



Lisa Darling M.O.M

**Executive Director
Police Governance
Ontario**

What Boards Should Be Doing Before the Next Election

1. Plan for Board

Transition & Continuity

- document current priorities
- prepare orientation materials
- identify unfinished work
- preserve institutional knowledge

2. Engage Your Community

- support Local Action Planning consultations
- connect with community partners
- identify emerging public safety concerns
- gather information beyond board meetings

3. Capture What You've Learned

- document governance practices
- review policies and procedures
- identify lessons learned
- prepare resources for future members

4. Ensure Transparency & Accessibility

- review website content
- update policies and governance documents
- confirm public information is current
- make key resources easy to find

5. Stay Informed on Emerging Issues

- monitor Bill 119 developments
- review Governance Insights
- participate in discussion groups
- understand governance implications early

GOVERNANCE PRIORITIES

Every quarter brings new responsibilities, emerging issues and opportunities for boards to strengthen their governance. Aligned with the governance work cycle, Governance Priorities highlights the key areas that deserve your board's attention now, helping you stay proactive, prepared and focused on the work that matters most.

This quarter, we're taking an expanded look at election readiness. While municipal elections occur only once every four years, thoughtful transition planning is one of the most important responsibilities of any board. The actions you take today will help preserve continuity, support incoming members and position your board for continued success.

Need Help?

Need a policy?

Need a sounding board?

Need help interpreting legislation?

Need governance advice?

We're here to help.

communications@policegovernanceontario.ca

WHAT WE'RE HEARING ACROSS ONTARIO

AGENDA ITEM #9.3.



One of Police Governance Ontario's greatest strengths is the opportunity to **listen**. Through conferences, discussion groups, member consultations, governance inquiries and everyday conversations, common themes continue to emerge that are shaping police governance across the province.

This quarter, five key themes stand out.



1. GOVERNANCE IS AN ONGOING COMMITMENT

Effective governance extends beyond monthly meetings. Preparation, education, community engagement and relationship building all contribute to stronger decisions. Governance is an ongoing commitment, not a monthly event.



2. PUBLIC ENGAGEMENT MUST BE INTENTIONAL

Communities expect meaningful opportunities to be heard. Boards are increasingly recognizing that public engagement is most effective when it extends beyond formal board meetings and includes conversations with community partners, underrepresented groups and those directly affected by community safety issues.



3. GOOD DECISIONS DEPEND ON GOOD INFORMATION

Boards are seeking better access to meaningful information to support strategic oversight. Whether through community consultation, local safety data, governance resources or shared experiences from other boards, informed governance begins with informed decision-making.



4. PREPARING FOR TOMORROW STARTS TODAY

With municipal elections approaching, boards have an opportunity to preserve momentum by documenting priorities, supporting knowledge transfer and planning for leadership transition. Good governance creates continuity, ensuring important work continues regardless of changes in board membership.



5. SUPPORT MUST MEET BOARDS WHERE THEY ARE

No two police governance boards are exactly alike. They differ in experience, governance maturity, community context and available resources. As governance expectations continue to evolve, boards are looking for practical support that reflects their current realities while helping them build confidence, capacity and effectiveness over time.



These conversations are helping shape Police Governance Ontario's priorities and the resources, learning opportunities and Governance Insights we continue to develop for boards across Ontario.

Learning Together

LOOKING BACK

We've had an incredible season of learning, dialogue and connection. Thank you to everyone who joined us for our signature events this spring.



AGENDA ITEM #9.3

PGO events give us the knowledge, confidence and connections to lead with impact.
– Conference Participant

2026 Spring Conference

Stronger Governance. Safer Communities.

Our annual conference brought together board members, police leaders, experts and partners for two days of insightful conversations and practical takeaways.

Key themes that shaped our conversations:

- Governance in a time of complexity and change
- Community trust and legitimacy
- Strategic oversight and risk
- Supporting police leadership and wellbeing
- Innovation and the future of policing



BY THE NUMBERS



350+

Attendees from across Ontario



30+

Expert speakers and facilitators



40+

Sessions, panels and roundtables



1

Shared commitment to stronger governance

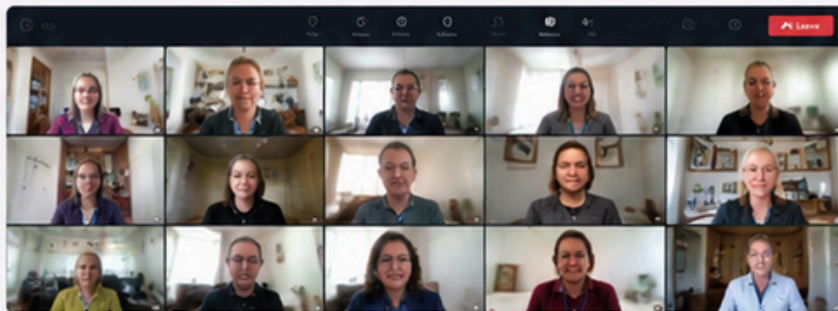
Administrator Virtual Summit

A new space. A strong start.

Our first-ever virtual summit for administrators created a dedicated space to learn, share and connect on the unique challenges and opportunities administrators navigate every day.

Key takeaways:

- Strength in a growing network
- Practical tools and real-world solutions
- Collaboration that supports strong boards



Did You Miss It?

Session materials, highlights and selected recordings are or will be available in the Members Portal.

Keep the learning going!

Explore resources, tools and insights from both events to apply at your next board meeting.



Learning doesn't stop here.

Discussion groups, roundtables and webinars offer ongoing opportunities to connect, ask questions and learn from one another.

See what's ahead on the Events Calendar.

Scan the QR code on the next page or visit the Events Calendar for upcoming opportunities and to register.



Learning Together

STAYING CONNECTED

The conversations don't end when an event concludes. Throughout the year, Police Governance Ontario creates opportunities for members to connect with peers, explore emerging issues, share practical experiences and continue building governance excellence together.

There's a place for you in the conversation.



The value of these conversations is in the relationships we build and the ideas we take home."

– Conference Participant



Board Member Discussion Groups

A collaborative space where board members discuss current governance challenges, exchange ideas and learn from one another's experiences.



Administrator Discussion Groups

Focused conversations designed specifically for board administrators, offering practical solutions, peer support and opportunities to share approaches from across Ontario.



First Nations Governance Roundtable

A dedicated forum that brings together First Nations police governance leaders to share experiences, discuss emerging issues and explore governance approaches that reflect the unique realities of First Nations policing.



Webinars & Special Learning Opportunities

Timely virtual sessions that provide practical guidance, expert perspectives and updates on issues affecting police governance boards.



Your Gateway to Learning

Everything happening at PGO is now in one place.

Visit the Events Calendar to stay informed, find learning that fits your needs and never miss an opportunity to connect.

Check often – new opportunities are added throughout the year!

In the Events Calendar you can:



Register for upcoming events



Browse learning opportunities by month



Read event descriptions



Access registration links



Stay informed about newly added programming

Scan to Explore Events Calendar



or visit:
[members.
policegovernanceontario.ca
/dashboard/events](https://members.policegovernanceontario.ca/dashboard/events)



When we learn together, we govern stronger.

We look forward to seeing you at an upcoming discussion group, roundtable, webinar or event.

We're in this together

AROUND THE GOVERNANCE TABLE

AGENDA ITEM #9.3.

Developments. Decisions. Perspectives.
Shaping Police Governance in Ontario.

Police governance continues to evolve through legislative change, emerging research, new resources and provincial initiatives. ***Around the Governance Table*** keeps members informed about the developments shaping police governance in Ontario, explains what they mean for boards, and highlights how Police Governance Ontario is supporting members through change.



LEGISLATION
& POLICY



GOVERNANCE
IN PRACTICE



OVERSIGHT
& ACCOUNTABILITY



TRENDS
& INSIGHTS

“

Strong governance starts with staying informed and engaged.

Bill 119: What Boards Should Know

Ontario's Bill 119 proposes a number of amendments to the Community Safety and Policing Act, 2019 and several related statutes. While the Bill has attracted considerable attention, it is important to remember that it has not yet completed the legislative process. As with any proposed legislation, amendments may be made before it receives Royal Assent and comes into force.

Police Governance Ontario has completed an initial review of the proposed changes and is actively monitoring the Bill as it progresses through the Legislature. While many of the proposed amendments are administrative or intended to improve consistency across the policing sector, several provisions could have implications for police governance boards.

What We're Watching

Rather than speculate on the final outcome, PGO is focusing on the areas most likely to affect governance responsibilities, including:

- changes affecting the relationship between boards and the Ministry;
- proposed amendments related to strategic planning and governance accountability;
- changes affecting board responsibilities and oversight;

- expanded authorities and responsibilities of the Inspector General and
- any amendments that could affect the governance role of police service boards and OPP Detachment Boards.

AGENDA ITEM #9.3.

As the Bill continues through the legislative process, we will assess both the proposed wording and the practical implications for boards across Ontario.

Police Governance Ontario will continue to monitor Bill 119, engage with the Ministry where clarification is required, and provide members with timely updates as the legislation progresses. Should the Bill be enacted, PGO will develop practical guidance, educational resources and learning opportunities to help boards understand and implement any changes affecting their governance responsibilities.

Current Status

At the time of publication, Bill 119 remains before the Legislature and is not yet in force. Boards are not required to change their governance practices unless and until the legislation is enacted and any associated regulations come into effect.



Did You Know?

PGO continually monitors legislative, regulatory and policy developments affecting police governance so members can focus on governing with confidence.



Section 220: PGO Seeking Clarification on Municipal Board Implications

Section 220 of the Community Safety and Policing Act, 2019 was raised during the labour update discussion at the Spring Conference and has prompted important questions for municipal police service boards.

The issue is not simply what the section says, but how it may be applied in practice. Recent discussion connected to Waterloo highlighted recommendations that may not translate easily to every municipal police service board. What may be workable for one board, service, labour environment, or municipal structure may create practical or governance challenges elsewhere.

Following the conference, PGO requested feedback from municipal boards to better understand how members are interpreting the issue and what concerns may arise locally. We appreciate the five boards that responded and shared their perspectives.

Why This Matters

AGENDA ITEM #9.3.

This issue applies to municipal police service boards only.

For affected boards, the concern is ensuring that any interpretation or recommended practice supports good governance without creating unintended consequences. Boards need clarity on their responsibilities, their relationship with the Chief, their role in labour-related matters, and how any expectations under Section 220 should be applied consistently and practically across different municipal policing environments.

A one-size-fits-all approach may not work. Boards differ in size, administrative capacity, labour context, municipal relationships and governance maturity. Any guidance must recognize those realities.

What PGO Is Doing

PGO is continuing discussions with the Ministry to seek clarification on Section 220 and its implications for municipal police service boards.

Our goal is to ensure that boards receive guidance that is clear, practical and grounded in the realities of local police governance. As clarification becomes available, PGO will share further information with affected members.

For now, municipal boards should continue to monitor this issue and bring forward any questions or concerns that may help inform PGO's ongoing discussions with the Ministry.

What's on Your Board's Agenda?

Police Governance Ontario is strongest when we learn from one another.

What governance challenges is your board working through? What innovative practices have you developed? What questions are you hearing from your community?

We're always looking for ideas that can help shape future resources and conversations, including:

- ✓ Governance Insights articles
- ✓ Discussion Group topics
- ✓ Webinars and learning sessions
- ✓ Conference presentations
- ✓ Governance guides and templates
- ✓ Local board resolutions and promising practices

If your board has developed something that could benefit others; or if there's a governance topic you'd like PGO to explore, we'd love to hear from you.

Email us at:

communications@policegovernanceontario.ca





Inspectorate of Policing Intelligence Hub

The Inspectorate of Policing recently launched the Intelligence Hub, a new online resource designed to improve access to policing information across Ontario. While many boards are still becoming familiar with the platform, it represents an important step toward making policing data and performance information more accessible.

For police governance boards, access to reliable information is essential to effective governance. The Intelligence Hub has the potential to support informed discussions, identify emerging trends and provide additional context for strategic decision-making.

What We're Watching

As the Hub continues to evolve, PGO is exploring several questions from a governance perspective, including:

- What information is available to boards?
- How should boards use the information as part of their governance responsibilities?
- What data is available for municipal police services and what, if any, information is available for OPP Detachment Boards?
- How can the information support strategic planning, oversight and community safety discussions?
- What training or guidance may be needed to help boards interpret and apply the information appropriately?

PGO's Perspective

Rather than simply encouraging boards to use the Intelligence Hub, PGO believes it is important to first understand its intended governance purpose and practical application.

We are currently working with the Inspectorate to better understand the platform, its intended use and opportunities to develop future guidance and learning resources for police governance boards.

As our understanding grows, we look forward to helping members make effective use of this new resource in support of informed governance.

What We Hope to Answer

- ☒ What data is available?
- ☒ How should boards use it?
- ☒ What training is needed?
- ☒ How does this support governance?

NEW IN THE MEMBERS PORTAL

Tools, resources and guidance developed to support your governance journey.



The Members Portal
is where PGO's knowledge lives.

AGENDA ITEM #9.3.



VISIT THE MEMBERS PORTAL
Everything you need to lead with confidence.
Tools. Knowledge. Community.



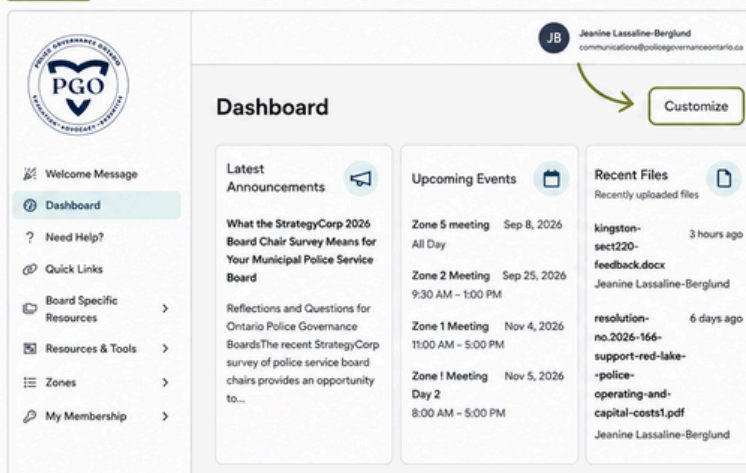
Scan to log in
or explore more
resources.

PGO TIP

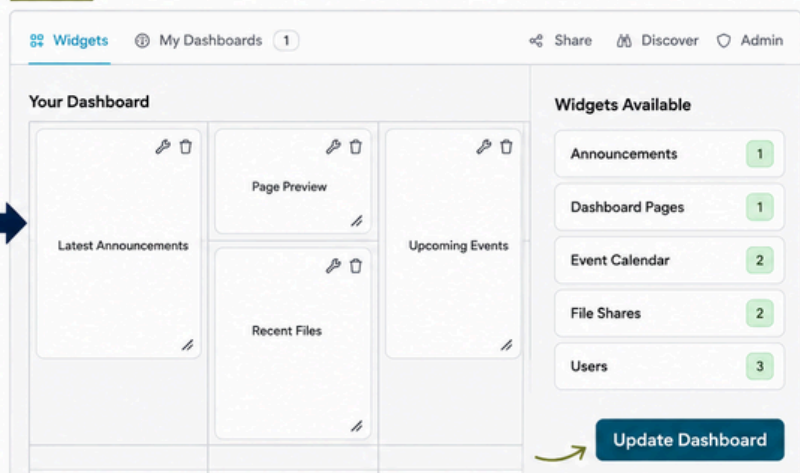
Make the Members Portal Work for You

Your dashboard is the first page you'll see when you log into the Members Portal, and you can personalize it to display the information that's most important to you.

STEP 1 From your dashboard, click **Customize**



STEP 2 Add, remove and arrange your **widgets**



STEP 3 Save your dashboard

Once you've arranged your dashboard the way you like it, click **Update Dashboard** to save your changes.



A personalized dashboard makes it easier to stay informed about new resources, upcoming events and the latest activity in the Members Portal.

TIP: Your dashboard can evolve as your role changes. Whether you're a Board Chair, Board Member or Administrator, customize it to surface the information you access most often.



RECENTLY ADDED TO THE MEMBERS PORTAL

AGENDA ITEM #9.3.

Fresh content. Practical tools. Relevant updates.



GOVERNANCE GUIDES

- Annual Reporting Guides (Municipal & OPP)
- Annual Governance Work Cycles (Municipal & OPP)
- Closed Meetings Guide
- Board Evaluation Guide
- Information Sharing Protocol (Municipal)
- Local Action Planning Guide (Updated)
- Police Chief Evaluation Guide
- Detachment Commander Evaluation Guide



CONFERENCE & LEARNING RESOURCES

- Spring Conference session summaries
- Administrator Virtual Summit materials
- Presentation handouts & slides
- Governance presentations
- Speaker resources
- And more!



ADVOCACY & LEGISLATIVE UPDATES

- Bill 119 updates
- Section 220 resources
- Member briefings
- Advocacy submissions
- Provincial consultation documents
- Legislative updates
- And more!

— COMING THIS SUMMER!

OPP DETACHMENT BOARD GOVERNANCE & POLICY MANUAL

One of Police Governance Ontario's largest governance initiatives is nearing completion.

In collaboration with the Ministry, we are developing a comprehensive OPP Detachment Board Governance & Policy Manual supported by 38 practical governance templates created specifically for OPP Detachment Boards.

Once released, it will be one of the most comprehensive governance resources available to OPP Detachment Boards in Ontario.



PRACTICAL GUIDANCE



BUILT FOR BOARDS



STRONGER GOVERNANCE



BETTER OUTCOMES FOR COMMUNITIES



38

GOVERNANCE TEMPLATES

Practical. Relevant. Ready to use.

Supporting strong governance every step of the way.

NEW!

LOCAL BOARD RESOLUTIONS

A NEW RESOURCE IN THE MEMBERS PORTAL

Explore how police governance boards across Ontario are addressing today's challenges.

Our new library of Local Board Resolutions provides real examples from your colleagues on **emerging governance issues**, **local priorities** and **legislative matters**.



LEARN FROM OTHERS

See how boards are tackling key issues.



SAVE TIME & RESEARCH

Access ready-to-use language and ideas.



STRENGTHEN GOVERNANCE

Make informed, confident decisions for your community.

AGENDA ITEM #9.3.



A Moment to Recharge

As we wrap up a busy first half of the year, the PGO team will be taking some well-earned time to rest and recharge over the summer.

Since January, we've been focused on supporting Ontario's police governance community through new governance resources, conference planning and delivery, advocacy, discussion groups, webinars, Governance Insights, legislative monitoring and the continued expansion of the Members Portal. We remain committed to providing timely, practical support to our members, and that commitment doesn't change.

Over the summer months, you may notice that responses take a little longer as team members take scheduled vacation time and work at a slightly slower pace. During extended absences, our out-of-office messages will let you know who to contact if your inquiry requires immediate assistance.

Thank you for your continued support, collaboration and engagement. We appreciate the opportunity to work alongside boards across Ontario and look forward to continuing that work with renewed energy in the months ahead.



COMING UP AT PGO

AGENDA ITEM #9.3.

A preview of upcoming opportunities to learn, connect and strengthen governance across Ontario.



BOARD MEMBER DISCUSSION GROUPS

Now offering both daytime and evening sessions

Join fellow board members from across Ontario for peer-to-peer conversations about current governance issues, emerging questions and shared board experiences. These sessions provide a practical space to learn from colleagues, discuss common challenges and stay connected to issues affecting police governance across the province. Board Member Discussion Groups are held approximately every third Thursday of the month. Beginning in September, each session will be offered twice; once during the day and once in the evening, making it easier for members to participate.

Practical updates. Shared experiences. Stronger governance conversations.



ADMINISTRATOR DISCUSSION GROUPS

Designed specifically for board administrators and board support professionals, these sessions provide a forum to discuss emerging issues, share practical solutions and learn from colleagues performing similar roles across Ontario.

Topics are driven by current priorities and member questions, with recent discussions exploring annual reporting, meeting administration, governance resources, legislative changes and board operations. Each session combines practical updates with opportunities for open discussion and peer learning.

Administrator Discussion Groups are held approximately every third Thursday of the month, with dates and registration available through the PGO Events Calendar.

Practical solutions. Shared expertise. Stronger board administration.



FIRST NATIONS GOVERNANCE ROUNDTABLE

Continuing the conversation

The First Nations Governance Roundtable provides a dedicated space for all First Nations police governance bodies and governance representatives to connect, share experiences and explore the unique opportunities and challenges of police governance within First Nations communities. Whether your police service operates under the Community Safety and Policing Act, a self-administered policing agreement, or another governance model, the Roundtable is intended to support open dialogue, shared learning and the exchange of governance knowledge and promising practices.

Building on conversations from our Spring Conference and recent engagement with First Nations governance leaders, PGO is working with participants to shape the future direction of the Roundtable and ensure it reflects the priorities, perspectives and governance needs of First Nations communities.

Together, we're building a forum for collaboration, learning and governance excellence.

COMING SOON...



**WATCH FOR
EVENTS UPDATES AND NOTIFICATIONS**

Governance in a Reactive World: Special Online Session

One of the sessions originally scheduled for the 2026 Spring Conference will now be offered as a special online learning opportunity for all members.

Police governance operates in an environment that is constantly responding to urgent issues, changing priorities and increasing public expectations. This session explores how boards can remain focused on strategic direction, meaningful oversight and long-term governance excellence without being pulled into the reactivity of the policing environment.

Participants will be introduced to several practical governance models developed by Police Governance Ontario, including the Governance Continuum, the Governance Production Cycle, and an integrated framework that demonstrates how governance work, relationships, communication, engagement and governance principles work together to sustain governance excellence over time. Whether you attended the Spring Conference or were unable to join us, this session offers an opportunity to explore one of PGO's newest governance frameworks and reflect on how boards can strengthen intentional governance in increasingly complex policing environments.

 **EVERY EVENT, DISCUSSION GROUP AND WEBINAR IS POSTED
IN THE PGO EVENTS CALENDAR.**



Scan the QR code or visit the Members Portal to register and stay informed about upcoming learning opportunities.



What the StrategyCorp Survey Means for Your Board: Special Virtual Learning Session

The 2026 StrategyCorp Police Board Chair Survey generated considerable interest leading up to this year's Spring Conference. While we were unable to accommodate the presentation within our conference program, Police Governance Ontario is pleased to partner with StrategyCorp to bring this important discussion to members through a dedicated virtual session.

Join the StrategyCorp team as they present the survey findings, explore emerging trends in police governance across Ontario and discuss what board chairs are telling us about today's governance environment. Following the presentation, participants will have an opportunity to reflect on what these findings may mean for their own boards and consider practical governance opportunities as police governance continues to evolve.

Whether you attended the Spring Conference or are seeing the survey results for the first time, this session will provide valuable context and an opportunity to engage directly with the team behind the research.



May, 27, 2026

Re: OPP Detachment Board Resolution of Support - Traffic Calming and Speeding Mitigation Techniques

Please be advised that the Council of the Municipality of North Grenville, at its Regular Meeting on May 26, 2026, passed the following motion pertaining to the OPP Detachment Board Resolution of Support - Traffic Calming and Speeding Mitigation Techniques:

Resolution #: C-2026-215

Moved By: Deputy Mayor John Barclay

Seconded by: Councillor Deb Wilson

THAT Council accept the OPP Board Resolution - Traffic Calming/Speeding Mitigation Techniques as information as submitted and circulated.

FURTHER THAT Council consider the request to support the OPP Board resolution as attached.

Carried.

If you have any questions regarding the above resolution, please do not hesitate to contact me by e-mail at clerk@northgrenville.on.ca.

Thank you,

A handwritten signature in black ink that reads "Lindsey Lee".

Lindsey Lee
Municipal Clerk



May 7, 2026

Traffic Calming/Speeding Mitigation Techniques

The North Grenville, Merrickville-Wolford Village OPP Detachment Board, at its Meeting on May 7, 2026, passed the following motion with the request for municipal support:

Moved by: Ian Fraser

Seconded by: Jim Goodman

WHEREAS history demonstrates that speeding and public safety concerns are increasing across Ontario;

WHEREAS the Provincial government has shown interest and allocated financial resources to certain municipalities to implement alternative measures to photo radar, reaffirming its ongoing commitment to addressing public safety issues;

WHEREAS this commitment currently applies only to municipalities utilizing photo radar as a deterrent;

AND WHEREAS such funding support would assist municipalities with limited financial resources in protecting their citizens - especially seniors and school-aged children.

NOW THEREFORE BE IT RESOLVED that the Grenville 1 OPP Detachment Board respectfully request North Grenville and Merrickville-Wolford Councils advocate that the province expand its stated interest and financial commitment to include all municipalities in Ontario, adopting a province-wide approach to public safety and thereby ensuring the well-being of all Ontarians;

AND THAT this resolution be sent to the following:

Premier Doug Ford

Minister of Transportation

Minister of Finance

MPP Steve Clark

AMO

ROMA

All Ontario Police Service Boards

And all 444 Municipalities in Ontario

Carried.



Village of Merrickville Wolford

317 Brock Street W PO Box 340
Merrickville, ON K0G 1N0
T: 613-269-4791
W: Merrickville-wolford.ca

May 26, 2026

Re: OPP Detachment Board Resolution of Support - Traffic Calming & Speeding Mitigation Techniques

Please be advised that the Council of the Corporation of the Village of Merrickville-Wolford, at its Regular Meeting on May 25, 2026, passed the following motion pertaining to the OPP Detachment Board Resolution of Support - Traffic Calming & Speeding Mitigation Techniques:

Resolution #: R-24-05-25-26

Moved by: Councillor Maitland

Seconded by: Councillor Ireland

THAT the Council of the Corporation of the Village of Merrickville-Wolford receive for information the resolution from the Municipality of North Grenville, Merrickville-Wolford Village OPP Detachment Board dated May 7, 2026 regarding traffic calming and speeding mitigation techniques;

AND THAT Council endorse and support the resolution from the OPP Detachment Board and direct staff to circulate the resolution of support to Premier Doug Ford, the Minister of Transportation, the Minister of Finance, MPP Steve Clark, AMO, ROMA, all Ontario Police Service Boards, and all 444 Municipalities in Ontario.

Carried.

If you have any questions regarding the above resolution, please do not hesitate to contact me by email at clerk@merrickville-wolford.ca.

Thank you.

Julia McCaugherty-Jansman
Clerk



May 7, 2026

Traffic Calming/Speeding Mitigation Techniques

The North Grenville, Merrickville-Wolford Village OPP Detachment Board, at its Meeting on May 7, 2026, passed the following motion with the request for municipal support:

Moved by: Ian Fraser

Seconded by: Jim Goodman

WHEREAS history demonstrates that speeding and public safety concerns are increasing across Ontario;

WHEREAS the Provincial government has shown interest and allocated financial resources to certain municipalities to implement alternative measures to photo radar, reaffirming its ongoing commitment to addressing public safety issues;

WHEREAS this commitment currently applies only to municipalities utilizing photo radar as a deterrent;

AND WHEREAS such funding support would assist municipalities with limited financial resources in protecting their citizens - especially seniors and school-aged children.

NOW THEREFORE BE IT RESOLVED that the Grenville 1 OPP Detachment Board respectfully request North Grenville and Merrickville-Wolford Councils advocate that the province expand its stated interest and financial commitment to include all municipalities in Ontario, adopting a province-wide approach to public safety and thereby ensuring the well-being of all Ontarians;

AND THAT this resolution be sent to the following:

Premier Doug Ford

Minister of Transportation

Minister of Finance

MPP Steve Clark

AMO

ROMA

All Ontario Police Service Boards

And all 444 Municipalities in Ontario

Carried.



The Corporation of the Municipality of Red Lake

COUNCIL RESOLUTION

MOVED BY: Councillor Geary

NO 14-26

SECONDED BY: Councillor Krystoff

DATE: May 19th, 2026

WHEREAS Ontario municipalities are required to maintain a police service or detachment board; and

WHEREAS policing is a provincially legislated responsibility, yet municipalities are bearing the brunt of rising costs to implement provincial mandates; and

WHEREAS the Association of Municipalities of Ontario (AMO) has asserted that the fiscal framework that enables municipalities to provide critical policing and public safety services is broken, and AMO requests an urgent update to the provincial-municipal fiscal relationship; and

WHEREAS double-digit increases in municipal annual Ontario Provincial Police (OPP) budgets are unsustainable, especially as Ontario municipal police services tackle provincial responsibilities, including mental health, addictions, and homelessness, which place police resources under enormous financial strain; and

WHEREAS municipalities across Ontario are experiencing increased police operating and capital costs directly attributable to new compliance and operational standards required under the Community Safety and Policing Act, 2019 (the Act); and; and

WHEREAS the costs of other measures, such as providing provincial court security, are rising and are not part of providing core, adequate, and effective municipal policing; and

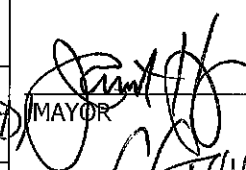
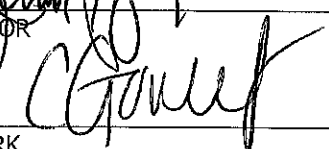
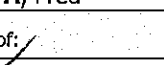
WHEREAS these developments especially negatively impact rural municipalities;

NOW THEREFORE BE IT RESOLVED THAT the Council of The Corporation of the Municipality of Red Lake hereby requests that the Province provide financial assistance to municipalities to offset all additional costs directly and demonstrably incurred as a result of compliance with the Act, not general increases to police budgets; and

FURTHER THAT Council urges the Province of Ontario to expeditiously review and reform its current police grant programs to ensure a more equitable distribution of funding to municipalities, so that communities with changing populations and expanding service demands receive fair and sustainable provincial support; and

AGENDA ITEM #9.4.

THAT this resolution be forwarded to the Premier of Ontario, the Solicitor-General of Ontario, the Minister of Municipal Affairs and Housing (MMAH), the Association of Municipalities of Ontario (AMO), the Rural Ontario Municipal Association (ROMA), Police Governance Ontario (PGO), and all Ontario municipalities for their endorsement.

				CARRIED ☒	DEFEATED ☐
Declaration of Interest (*)	NAME OF COUNCIL MEMBER	YEAS	NAYS		
	BADIUK, Warren			 MAYOR  CLERK	
	GEARY, Debra				
	HAGER, Janet				
	KRISTOFF, Jamie				
	MOTA, Fred				
* General Nature Thereof: 					

Distribution: File - distribution - Executive Assistant



REGULAR COUNCIL MEETING

HELD

June 9th, 2026

2026-166

Moved by Councillor Brazeau

Seconded by Councillor Trahan

THAT Council of the Municipality of East Ferris supports the Municipality of Red Lake in their request that the Province provide financial assistance to municipalities to offset all additional costs directly and demonstrably incurred as a result of compliance with the Act, not general increases to police budgets;

AND THAT this resolution be forwarded to the Premier of Ontario, the Solicitor General of Ontario, Minister of Municipal Affairs and Housing, AMO, ROMA, and Police Governance Ontario.

Carried Mayor Champagne

CERTIFIED to be a true copy of
Resolution No. 2026-166 passed by the
Council of the Municipality of East Ferris
on the 9th day of June, 2026.

Kari Hanselman, Clerk
Municipality of East Ferris



Ontario Police Service Board Chair Survey 2026

A candid look at the issues facing the
chairs of Ontario's police service boards

Ontario Police Service Board Chair Survey 2026

A candid look at the issues facing the
chairs of Ontario's police service boards



Contributors



Sabine Matheson
Principal and Chair of the
Municipal Services Practice



Brian Teefy
Vice-President,
Community Safety Lead



Fred Kaustinen
Founder, Governedge



Cassandra MacLellan
Senior Consultant



Maya Hobbs
Associate

Dedication

This survey is dedicated to the **Honourable John Wilson Morden** whose landmark review of policing, the *Independent Civilian Review into Matters Relating to the G20 Summit*, provided guidance for Ontario's new policing legislation. Justice Morden's work continues to resonate through police governance in Ontario via the efforts of Police Service Board Chairs.

Introduction

Leadership on Police Governance

Focusing on the civilian police leaders that oversee municipal police services, this report captures the current views of Ontario's police service board chairs.

Since 2016, StrategyCorp has conducted annual surveys of public sector executives across Ontario. Through confidential interviews, our reports showcase the voices of senior public sector administrators with a degree of protection that allows for greater candour when discussing the top issues that are influencing their organizations, and the political landscape of their local communities. These reports serve as a pulse check on the issues shaping Ontario communities.

As the effects of economic uncertainty and shifting geopolitical dynamics increasingly play out at the local level, this report gives voice to the leaders navigating these challenges as they relate to public safety.

SURVEY METHODOLOGY

This year, we conducted 24 interviews with police service board chairs from across Ontario. We spoke to chairs with a diverse range of experiences and backgrounds: some are mayors or local councillors, while others are provincial appointees with extensive backgrounds in community and business leadership. Regardless of background, the chairs were all grappling with a new legislative framework and police budgets facing operational and political scrutiny.

Interviewees were posed three sets of questions focusing on governance, service budgeting and leadership, and community relations.

Executive Summary

The new *Community Safety and Policing Act* had yet to be proclaimed when we completed our last survey of municipal police service board chairs in 2023. Now, two years after the CSPA was proclaimed, we are revisiting police service board chairs from across Ontario to check in on their expanded roles, current challenges and hopes for the future of policing.

Chairs have been working hard over the past two years to meet the new CSPA standards for police board governance. This work has led to enhanced governance practices, improved best practices, and better Board-Chief relationships in many cases. However, each board is at a different stage in their journey of compliance with the new Act, and all are waiting to see where the Inspectorate of Policing will provide additional guidance. Overall, there is a general sense that the legislation provides an appropriate framework for the important role of civilian police oversight.

In the following chapters, we will explore the candid comments of chairs. We look at the biggest issues affecting their role; the governance and accountability improvements being undertaken; police budget management and leadership through strategic planning and the relationships with chiefs of police; their service's connection to the community; and, finally, what keeps them up at night.

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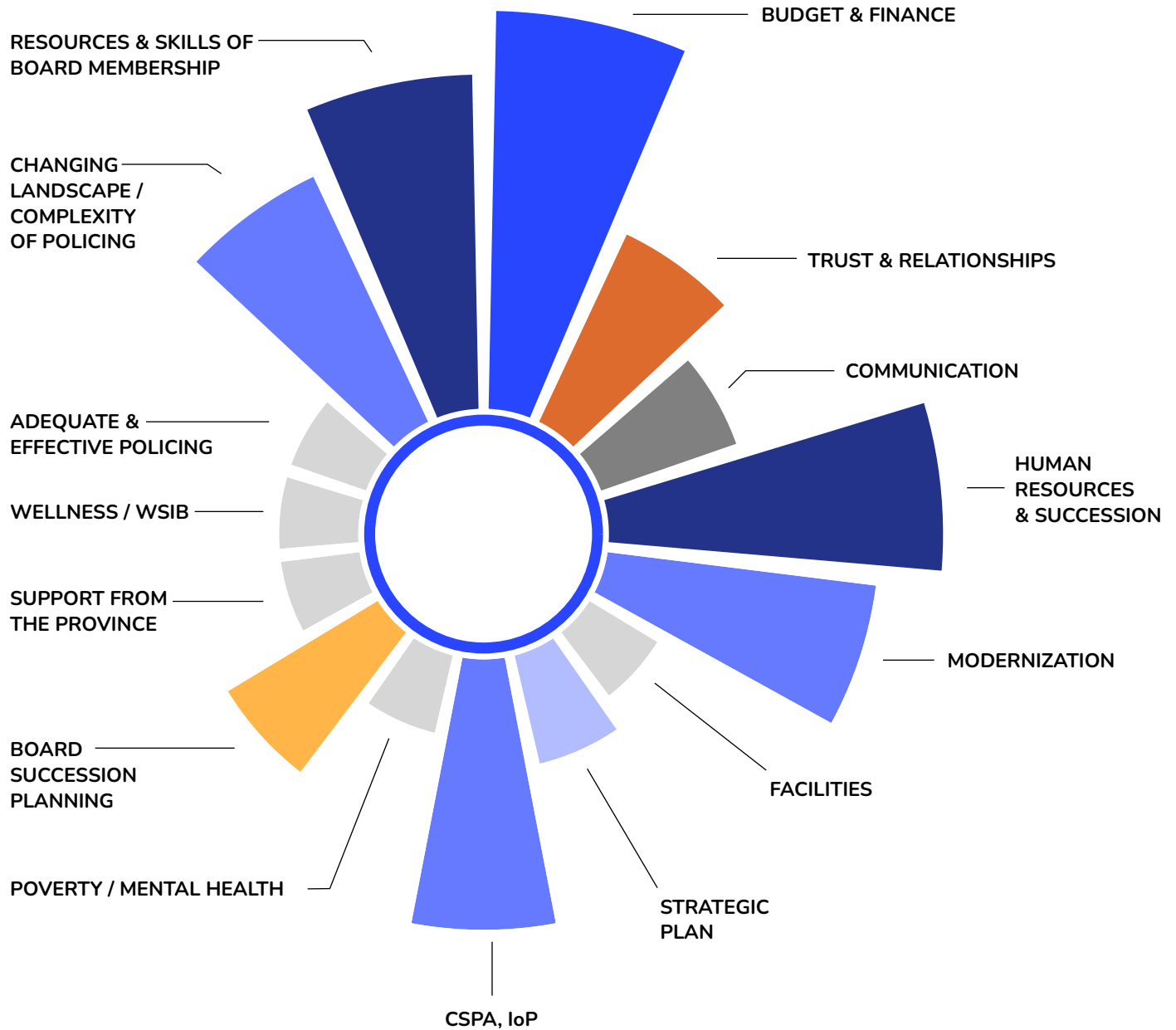
SECTION

01

The biggest factors affecting
police service boards



What do you see as the three biggest factors affecting your police service board in the next five years?



What We Heard

The chairs we spoke to described a more complex and demanding environment for police governance. They identified five pressures affecting their boards most directly: rising budget demands, human resource challenges, board readiness and capacity, changing public trust, and the growing complexity of crime.

BUDGET PRESSURES

Securing a municipally approved budget allocation is one of the most important jobs of a police services board. More than any other issue, the budget was highlighted by chairs as a key pressure for their boards.

“Police budgets for municipalities have been increasingly challenging and understanding the role the police services board has in that discussion.”

“I could likely just say finances, finances, finances.”

A police service board must ensure that the budget allocated by the municipality can meet the adequacy standards in the CSPA. To support this, boards rely on the expertise and presentation skills of their chiefs of police, as well as the goodwill of their municipal councils to facilitate a cooperative budget-making process. If the budget process becomes strained, it can weaken the relationships needed for effective police governance and make it more challenging for boards to secure the funding required to meet CSPA requirements.

“I think we’re going to face continuous budget pressures over the next five years, and that will impact the relationship with the chief and the relationship with the city as we go through the budget cycles ... we’re looking at different ways of trying to understand the long-term viability of the service in terms of budget planning processes.”

Costs are going up: Chairs also made it clear that policing in 2026 is expensive, even when budget processes function as they should.

The growing complexity of crime places significant pressure on capital budgets. The specialized tools required to respond to crime, and the time needed to investigate and prevent it all have high costs.

“... those investments in capital, technology [are] very much growing faster than municipal revenue ... that’s been really tough on our budgeting process ... we are very behind on a lot of things.”

Bending the cost curve: Sometimes these costs can be reduced by smart organizational decisions or cost-share partnerships between multiple police services, but there is only so much that can be done to bend the cost curve.

Many police services will face pressure to keep cost increases low. Those political pressures can come at different points in the municipal political cycle, but they often only delay inevitable increases needed to serve the community.

“We had a bunch of years where we didn’t increase our funding envelope to where it should have been, and now we’re trying to play catch up.”

“We can’t keep coming back with big financial asks. I mean, that’s affecting taxpayers.”

Provincial funding may be needed: Increasingly, local boards are turning their eyes to the province and wondering when more help will come, particularly with the new CSPA in force.

“It’s great to have the new act. It’s great to have these expectations and compliances, but if [the Province doesn’t] back it up with money, it’s not going to happen.”

HUMAN RESOURCE CHALLENGES

People are the lifeblood of our police services. Our previous survey highlighted major challenges in recruitment. Some of those pressures seem to be addressed. For example, the Ontario Government funded the Answer the Call campaign, and chairs mentioned there have been stronger recruitment strategies from local services.

But with more new recruits, services are getting younger, creating a new challenge in terms of allocating the right resources and mentorship for promotions, and a gap in training, for senior positions.

“We have to be alert to ... either retirements or contracts ending at the chief and the deputy chief levels. But more importantly, that we have a pipeline in place within the service for promotions.”

Some identified the risk of police service civilian corporate positions being receiving a higher salary than peers in the municipality. These pressures could force some difficult staffing and organizational decisions by boards in justifying the higher costs.

“You’re overpaid by being a civilian at the police department versus what we could have if the city delivered this corporate service.”

BOARD READINESS AND CAPACITY GAPS

While new policing legislation took significant time to be developed at Queen’s Park, once it came into force in 2024 timelines were tight for board compliance.

“The act was pretty much dropped upon us. And we had a very small window in which to do the necessary continuing education that was required to be on the board and continue to attend meetings.”

While most chairs indicated that mandatory CSPA training requirements had been completed or were expected to be completed soon, fulfilling the broader requirements of the Act is not a matter of just checking off training modules. The CSPA imposes ongoing governance duties and skillsets that test board members from meeting to meeting and crisis to crisis.

Several chairs expressed concern that some new board members may not fully understand the scope of these responsibilities or have the skills and preparation required to carry them out effectively.



“I’m not saying the people that we’ve got on these boards are not dedicated. They are, or they wouldn’t bother. However, they are not prepared and I’m not sure they understand the enormity of what they’ve taken on. This is a real turning point in police governance.”

"I'm not certain that people who are appointed to these boards understand their responsibilities under the CSPA that are different than the Police Services Act."

"I'm very concerned about people who are brought to the board and who aren't prepared to work and are scared off by the responsibilities ... For instance, if something happened at the courthouse, it would land right at our feet if somebody was injured. I don't think anybody comes to a board recognizing that you have to make sure that court security is adequate and effective."

Board chairs projected a real sense of duty throughout the interviews, yet also a concern about how to maintain the increasing expectations on governance. The new expectations are being guided by the Inspectorate of Policing (IoP). Many chairs suggested the IoP is providing helpful guidance and support, suggesting that any worries are just the growing pains of a new organization.

ABOUT THE INSPECTORATE OF POLICING

The Inspector General serves the public interest by promoting accountability in the policing sector, operating at arm's length from the government.

They provide regulatory oversight to ensure compliance with the Community Safety and Policing Act and its regulations. The Inspector General 'may make an order requiring a police service board or the Commissioner to ensure adequate and effective policing is provided in an area if he or she finds that adequate and effective policing is not being provided in the area or that an emergency exists in the area.' - Community Safety and Policing Act, 2019

"... they're still trying to build their own organization, and I think get their feet under them."

Some, however, worried about a heavy-handed approach that limit local input and decision-making on solutions.

"They are sucking the life out of the room with these particular changes ... and everything that we're hearing ... it's only going to get worse."

All of this change in governance leads to the question: are boards provided with enough resources to fulfill their governance obligations?



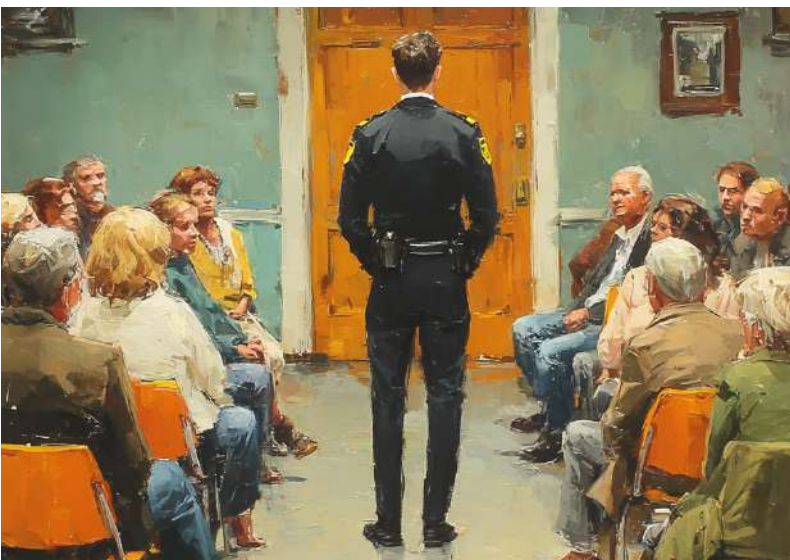
Smaller boards face resource challenges.

“We are not resourced currently to handle the requirements of these changes. It is going to require ... a significant amount of money for us to beef up on the staff side to support the board.”

There is a distinct resource divide between the Big 12 boards and other municipal police boards in Ontario. The Big 12 have staff and consulting budgets to support their boards that is too often lacking in smaller services.

PUBLIC TRUST IN POLICING

The Declaration of Principles is at the very start of the CSPA. It is a reminder that, although rules and regulations are essential, trust remains a prerequisite for effective public safety.



DECLARATION OF PRINCIPLES

Section 1 of the CSPA states:

Policing shall be provided throughout Ontario in accordance with the following principles:

1. The need to ensure the safety and security of all persons and property in Ontario, including on First Nation reserves.
2. The importance of safeguarding the fundamental rights and freedoms guaranteed by the Canadian Charter of Rights and Freedoms and the Human Rights Code.
3. The need for co-operation between policing providers and the communities they serve.

The importance of respect for victims of crime and understanding of their needs.
4. The need for sensitivity to the pluralistic, multiracial and multicultural character of Ontario society.
5. The need to be responsive to the unique histories and cultures of First Nation, Inuit and Métis communities.
6. The need to ensure that police services and police service boards are representative of the communities they serve.
7. The need to ensure that all parts of Ontario, including First Nation reserves, receive equitable levels of policing.



“For an incident like [what] happened in Toronto with the [Project South] revelations, it just feels like all of policing has to now regain ground.”

“That relationship, that trust piece is important.”

The board chairs we spoke to generally reaffirmed that trust in local policing remains strong in their communities. At the same time, they understood trust differently. For some, trust was rooted in public engagement; including surveys and community outreach that give residents a voice and show that boards are listening. For others, trust depended on the working relationships between the chief, the board, and the municipality, that are essential to effective police governance.

“I think we constantly are trying to ensure there’s integrity and a public belief in the role and [we] try and ensure that is retained.”

“That public support for policing is so key. You know, public polling is so high on policing, but there’s just a higher standard with the work that police do in some cases.”

“Not to say we’ve lacked public trust in our community, but we’ve certainly built it up a little bit.”

For other chairs, they acknowledged events can refocus the need to build up that trust and belief across the system.

“We’ve gone through a lot in a brief period of time, ... and I think that’s caused some relationship issues, trust issues, that, first and foremost, we need to work at.”

Police are operating in an environment where traditional authority is being questioned more openly. As citizens receive information from more sources with varying levels of credibility, trust in institutions can weaken. For command-and-control organizations like police services, this makes preserving public trust and legitimacy an important priority.

“[The police] role in the community is now a question mark. It’s not what it was historically ... people have taken a stand against historical figures of authority. People are questioning priests and school teachers and police. Their role in the community is, I’m going to say, in transition.”

Citizens are protesting again. We have seen communities across Ontario face challenging protests as global geopolitical ruptures ripple through communities.

“The IoP was talking about the number of investigations they’re doing on protests, like [the amount] you would [be doing] in the 1960s, ... I think that’s going to be another massive thing ... people are getting politically activated again.”

“There’s new more progressive police forces that are saying, and getting direction to say, we’re community-based, we respond to the community. So I think we’re going to see big changes in what police look like in the next decade.”

THE GROWING COMPLEXITY OF CRIME

Ontario communities are constantly changing. The diversity of the GTA and our major cities is reaching more communities. These changes bring opportunity to enhance public safety informed by more diverse perspectives.

“The demographics and the face of the community is changing. There will be tension in that in that regard.”

These pressures are not limited to population change. Chairs also pointed to the unpredictability of the public safety issues now facing their communities, from hate crime to opioids to emerging forms of crime.

“The landscape is changing on a weekly, monthly basis. We have a high hate crime rate. We have an opioid problem that changes monthly. To think that I’m equipped, or anyone is, to see what the future is going to bring up is foolhardy.”

Growing communities present new challenges. Criminal activity is no longer confined by municipal boundaries, and technology-enabled crime can affect communities regardless of size or geography. This raises concerns about whether services have the long-term tools, staffing, and capital investments to respond to these challenges.

“The complexity and the sophistication of crime leads to wondering if we have the technology - in addition to the person power - to meet the needs for what people see to be safety in the community.”

“That complexity socially and in crime is underlying everything. The issues around violent crime and hate crime are ... every service will face that, and it comes up in smaller services, maybe less frequently, but it will increasingly happen.”



SECTION 02

Board Governance and Oversight



What We Heard

“It’s not a coffee club anymore.”

Our first group of questions invited participants to explain how police board governance and oversight are evolving under the CSPA.

The need for trusted information: As in our previous survey, Board Chairs are focused on ensuring they have the information they need to fulfill their responsibilities. Participants described a governance environment that has become more demanding and complex, requiring deeper engagement with reporting, stronger oversight practices, and greater personal effort from board members.

- While some participants expressed confidence in the information provided by their services, others identified challenges related to information overload, inconsistent communication, uncertainty regarding the limits of the board’s role, and the difficulty of navigating the policy–operations distinction embedded in the legislation.

The need to maintain up-to-date policies: The CSPA put new expectations on boards to maintain policy. Virtually every participant commented on just how big a job that is.

- Some participants, typically those with support dedicated to the board, are confident in their approach to that task. Others report lower levels of readiness, acknowledging they still have outdated policies, incomplete compliance work, and uncertainty regarding the application of provincial requirements in local contexts.

The need to monitor compliance with policy:

Participants discussed the challenges of implementing and monitoring adherence to policies, including gaps in audit processes, quality assurance mechanisms, and ongoing oversight capacity.

- Policy is only of use if it is enforced. Again, we heard varying levels of comfort with the task.

The theme that unites it all is resourcing and institutional capacity. Participants discussed the varying levels of administrative, legal, financial, and policy support available to boards, along with concerns regarding compensation, succession planning, and the sustainability of relying on volunteer members to oversee increasingly complex policing organizations. Throughout the interviews, participants emphasized that effective governance depends not only on legislation and policy frameworks, but also on sufficient institutional support, standardized guidance, and strong working relationships between boards and police leadership.



2.1 Service to Board Information Sharing

Some Chairs expressed overall confidence that they are well informed and have the information they need to discharge their responsibilities.

“I feel well informed.”

“Overall, I would say yes, because the service does provide us with reports on work, all the reports that are required on a yearly basis. The chief is very open with the board. The chief has very good communications with all board members, including myself as the chair. So we can anticipate issues that are coming to board meetings ... I just think there's a requirement for greater depth in reports that come to the board, for the board to properly examine trends and do its oversight function.”

Those expressing this confidence come from services of every size. Similarly, those who doubt how well they are informed come from services of every size.



“The advantage that smaller services and boards have is a more intimate relationship or closer relationship with the chief and the deputy. I think some of the larger services, perhaps the communication doesn't flow as easily.”

Positives of scale include the quality and scope of professional support for the board, and the back-office support that the service has to prepare and communicate relevant data in a digestible form to support decision-making and oversight.

Negatives of scale include the sheer complexity of how much there is to know about the range and scope of operations.

Some think they are well informed but maintain some lingering doubts.

“I believe we are, but I have nothing else to benchmark it against.”

“My view is yes, we're well informed, but there is always a better way to present the information. I think the board is not necessarily given the depth of information that is required.”

“So we know what we know, we don't know what we don't know. Right?”

It takes effort, and many report that with the growing responsibilities of the CSPA, they have made efforts to improve their access to information.

“Yes, [we have adequate information] but it didn't come easily and it's [still] not complete, but we're getting there.”

“We've beefed up our reporting structure and the amount of what is in our reports and the types of reports we're getting for the other board members that don't spend as much time.”

"[Our] PSB has deliberately engineered its information environment to support genuine governance rather than ceremonial oversight. The Chief and executive team provide substantive data-rich briefings. We receive regular reports across the force, public complaints, special investigation unit matters, hate and bias crimes, missing persons, and persons at risk, all published transparently on our website. Our standing committees allow members to engage in in-depth matters before matters come to the full board. The quality of information we receive is strong. Our ongoing work is ensuring that information is structured to drive decisions, not just document activity."

Many note that, in addition to improved procedures, it also takes time and effort that goes well beyond simply reading the board materials.

"I take it upon myself to be as informed as possible."

"I'm not just walking into the board meeting and relying on what's presented in the package."

"I have a lot of pre-conceived knowledge just based on conversations with the chief, the deputy ..."

"It doesn't just happen by reading the new act or reading the reports, statistical reports, etc. It's just that repetitious exposure that suddenly you realize a broader context, the nuances, and wanting to respect the balance of understanding the details, which are often necessary to really get a comprehensive picture so you can determine an outcome or contribute to an outcome on a certain issue."

Many credit the service for delivering what the board needs, in a usable form, on time and to the level of quality needed to support the oversight and leadership function of the board.

"If I'm not, it's not because of the chief's failure. It's just that inherent need to understand this very complex sector."

Others are not satisfied with the information they get.

"I know I got lots of information. Now, some of it is contracts, but I'm reading for a board meeting 150 to 200 pages for both our open and our closed agendas."

"When I first started, I found that it was death by information."

But they do not all identify the same causes of the problem.

A few believe that their service intentionally obstructs board access to needed information:

We listened to board chairs who feel like their legitimate questions are evaded:

"The natural dynamic where the administration often wants to just give the board the least amount of information possible to make the decision."

"It's almost like they don't want to be pinned down."

"[The service can] show how all of the stats ... can get right down to the second on dispatching and calls for service and how we're a data-centric organization. And then when it comes to the board, the data is not as robust and it's a bit of an opposite story."

"Not always ... there is the requirement to push back and half the time it really is picking your battles. What areas do I need to push and press with the administration to get what you need?"

Some put the blame on the inability of the Board to properly articulate its questions and stressed the importance of knowing what to ask. One noted the difference between information that is provided as a matter of course, versus information that is only provided at request.

"I never feel like information is withheld when there's direction given, but that direction would need to be given in order to get a full and complete picture."

The participant went on to emphasize this was another instance of the need for Board training: the service will faithfully answer appropriate questions, but only if the board knows to ask. So, board members had better know what to ask.

CHALLENGE OF THE BOARD ROLE

Chairs did not only point to the service side of the equation. Many focused on:

- the inherent challenges of the role, and
- the fitness of board members to discharge it.

The challenge of civilian oversight over police is not for everyone: One challenge of the role is that it forces a lay member of the public to adopt a role and fulfill a function that is at odds with the normal inherent power balance between the uniformed police and civilians.

"There's good people on the board, but it's fairly weak because they're just not sure exactly what they can and can't do. And you're talking to guys who walk into the room carrying guns, so there's just a natural predisposition to accept ... It's a visible power imbalance in some ways."

The duties and limits of the role are complicated

As is common with most boards, there is a structural imbalance and disparity in expertise between the Board and management.

"I've come from a fairly strong background in [broader public sector] governance and my own agency operations ...there's still so much to know about how you equip a board and an organisation effectively."

The normal disparity in strategic and operational leadership is exacerbated by the specific limitations on the police board role imbedded in the CSPA.

As is our last survey, we heard that it remains a challenge to navigate the policy-operations dichotomy.

Board members doubt their own ability to navigate the difference between "what do I think I need to know but have not been told yet by my service" versus "what do I think I need to know but that I am not supposed to know because of provincial policy."

"If you don't think you've got the information, who do you call? Is it interference in terms of asking for that information? Or do you just show your ignorance at a meeting and then realise that, well, actually a number of us are trying to sort that out too, or are you going down a rabbit hole that you don't actually have the right to go down? But nevertheless, if you have established a really good working relationship with the current chief then no question is too stupid and his lines of communication are always open."

BOARD COMPOSITION

The predisposition of board members and their attitudes to the role of police oversight:

Some appointees are attracted to serving in the position because of their support for police and policing. This is only a problem if it interferes with their ability to discharge their statutory oversight function.

“I think some people get on these boards and they kind of fanboy over cops.”

“Maybe this is the first time in their life they’re hearing terms like ‘use of force’ or they’re hearing about how an intimate partner violent situation was handled by the police officer and it’s salacious.”

“I know historically, even on our board, there’s been that, ‘Wow, could I see your gun again? That’s so cool’, you know?”

“Luckily on our board everybody is [...] kind of sophisticated.”

“It’s not a skill-based board.”

The selection of board members presents challenges.

By statute, the Board combines provincial and municipal appointees who are required to come together to perform their function. This is not always easy.

“We’ve got a very interesting marriage of municipality and individuals that come from disparate backgrounds together, trying to do what’s best for that community.”

“You actually don’t pick the partners [at the board table]. So it requires a heightened commitment to, listen, understand, work together which very fortunately we’ve had in the persons that have been selected or appointed and those that have been assigned as municipal representatives.”

Boards membership is not constructed through the lens of a skills matrix.

“They’ll call me and say, what’s this item? And what do you know about it? So I give them the background, because as you know, the chair is far more familiar with what’s coming to the meeting than the rank and file, unless they want to do all the research. And sometimes they do read our binders, which can be this thick or this thick ... but sometimes they’ll read all the information and still don’t understand it.”

“A lot better [informed] than I used to be, that’s for sure. I was on the police services board for approximately just over a year before I took the chair’s position. During that time, there was a significant amount of work that I put in to understand not just the role of governance, but also the complexity of just policing in general, and understanding the different pieces of the legislation that affect governance. It did take a while. I feel a lot better in the position and stronger in the position both as a board member, but also as the chair now than I would have even a couple months ago.”

“The structure is such that if you’ve got a savvy police chief, and you are numb and bored, they can just feed you the pabulum and you can eat it.”

Some chairs expressed satisfaction in how their board have come together.

“We have a very dynamic board. Basically, all our members are very engaged and very literate and very motivated to proceed with any type of recommendations.”

TRAINING

Many praised the positive impact of mandatory board training.

"If you don't take the board training, they won't let you proceed with your appointment, which is a huge improvement."

"I think communications has improved, regulation has improved, and training has improved."

"It's improved because now there's mandatory board training, which previously anybody could lobby politically and get appointed to a board that was likely not an appropriate candidate."

Some identified the positive impact of the Office of the Inspector General in helping the dissemination of training and awareness of best practice.

"I think the Inspector General's establishment is certainly a good information resource with regard to compliance."

But we heard there is much more work to be done to improve the quality of the training.

"We had to go through training when the inspector of policing took over... standardized training that we all had to undertake across the province to sit on the board and it was just click and how fast can you get to the end? It really wasn't useful training."

"[There's need for] a robust programme to train boards on decisions you can make and when decisions actually flow into policing operations where you're getting into trouble."

"I know the province has done a good job on the training they created in the modules. I just finished training last week for a [different] board that I got appointed to ... We had 80 hours of training. We had 10 days straight of training. To be on this [police services] board, there is nothing like that. [It] is very baptism by fire."

"It was a good start to have something. But I think it needs to evolve into something more."

"I'd like to see some more specific training for board chief relationships, building relationships and communication that way."

2.2 Policies for Adequate and Effective Policing

Chairs reported different levels of completeness in their policy development. Some said they were up to date.

"We had a good set of policies in place before the CSPA ... it was a matter of tweaking."

"It's generally not a reinvention of the wheel if you're missing something."

"It wasn't hard for us to catch up and make the policy book complete."

"We were likely the gold standard for boards in Ontario, and our advisor and others have actually commented on us."

"I think so, but it's always got to be a work in progress."



Others are not up to date.

“By our own admission, all of our police policies are out of date. They’re archaic. They need to be updated in terms of not just referencing to the legislation, but also the language that’s used, just bringing on a different perspective.”

“That’s one of the things we’ve fallen behind on.”

“So the adequacy one, I do think we have that.”

“I wish I could just turn to my policy and procedure manual that was current under the existing act, but I can’t. And that is a bit of a frustration. Obviously, [the policy updates] have been in works for a little while.”

Others said their work is in progress and on track to be completed soon.

“We’ve been given a little bit of grace from our services advisor from the [Inspectorate of Policing], because he knows we’re working on it and he knows we’ve had other challenges.”

“We got a retired leader from another service to help us [with policy updates].”

“We are going to outsource most of it, so it’s not just being done off the side of somebody’s desk ... to have it ... certified, in a way.”

“They are in place, but our big project for this year is updating our policies and procedures. A lot of them are out of date. With our current policies and procedures, we’re very good at understanding where we need to be. So we’re making sure that we are in compliance.”

“That will be something that you see in our strategic plan coming out ... we need to actually review our policies and see where there’s consolidation that’s possible and where there’s updating that’s necessary.”

“Right now it’s in transition. We definitely are looking forward to the completion.”

Others see completion as a more distant outcome.

“We’re in a situation where we have a robust number of policies because some of them were generated out of a situation... they get into more detail than they need, but they need to be reviewed on a regular basis. And there’s a bunch in there that we haven’t gotten around updating yet.”

Some see it as an on-going process.

“It’s a green, yellow, red kind of way of approaching things. And we were tipping into the yellow, but with some of the things that we’ve changed fairly quickly, the chief has gone in and looked at and brought those up. I think we’re in a really good spot.”

ADEQUACY OF POLICIES

“I’m very, very confident we have one of the most comprehensive and rigorous validating policy suites of any board in Ontario. Our adequacy standards policies span every operational domain from law enforcement and emergency response to counter-terrorism, crime prevention, and public order. Our board governance policies address budget and procurement, misconduct, discipline, anti-racism, and ethno-cultural equity, body-worn cameras, and more.” ... “Critically, we have not simply adopted these policies and moved on. We engaged external legal counsel to conduct a thorough review of our entire adequacy standard policy suite, specifically against the new provisions of the Community Safety and Policing Act. That really drives a lot of what we do right now.”

“We do, but if I’m being honest with you, they’re very juvenile. They’re very outdated.”

Fitting policy to local circumstances remains a challenge.

“This is a place where the board still needs more guidance and help to actually understand the requirements at the local level. I think there’s a need to understand the legislative requirements a little more in greater detail.”

“We’re well on our way to getting that within compliance, but it has taken almost a year to do so. As one can imagine, it’s not a light undertaking.”



“I think that’s one of the really difficult areas as a board member ... that policy oversight that you have ... having oversight, maybe it’s a bit like all of us when we were parents, we had no idea what we were in for, what we need, what skills we needed, or how to manage it, but we did have resources that we could turn to to help us a little bit ... maybe that’s what a policy manual is supposed to be, something to help in times of trouble, to give structure and accountability.”

USE OF POLICIES

[Our policy suite] “It’s actually more robust than what’s laid out in the act. Although the first time that the ED showed them to us, ... I thought to myself, ‘and when’s the last time anybody looked at these?’”

Keeping them up to date is a big job.

“The hours and hours and hours of work that took is just beyond what you would expect from a volunteer.”

Audits are helpful.

“I welcome that [audits] because you don’t know what you don’t know, and I’d rather know and make those changes because in the end, it allows the men and women that serve to do their job and in the end us to serve our residents in the best fashion possible.”

More sharing would be helpful.

“An AGM and a legal conference twice a year is not enough time and not enough of a network for this to be shared properly.”

“There is a good network of sharing amongst Big 12 police services.”

“When you’re presenting it to city council, they’re like, the adequate and effective has such a grey zone. You know, is it that you need a Cadillac version or do you need a Honda version or what’s the what’s the service you are, what’s the service the community asking for and what’s the service the community is also willing to pay for? And it’s kind of the board’s responsibility to translate that. And I’m not sure we are, I mean, we do it through the strategic plan and the consultation process and the yearly surveys and the various polling to get a grasp of what the community is asking for.”



2.3 Effective Implementation of Policies

Creating good policies is confirmed when they are tested through implementation. This is a challenge for boards given the governance / operational divide in policing. Many chairs outlined their general approach to this challenge.

"That's [through] the monthly meetings in which we get a report from the chief, basically on all their operational decisions and reports."

"We also have a resounding theme in our meetings to make sure that if there's anything that's contentious or anything that's a big issue, I can guarantee that "adequate and effective policing," those four words come out when we're in discussions. It's always in our forefront of our thoughts."

"I guess that's ... the burden I'm bearing right now, ... bringing that information forward to the board, and it's going to be a double check with the IoP that this is what they're expecting."

"We're going to have to test some of them ...just through natural work, but running through some ... scenarios might be the biggest test."

"We've tested some of our policies and the process on proving adequate and effective policing."

Some services are not confident they have their process and role right.

"If you ask me, is there insufficient understanding with respect to the regulations and transcribing them into the work the board does, I think the work still needs to be done there."

"It's just trying to establish what is a realistic understanding for a board member ... Is it merely being able to reference [policies]? Is that actually your fundamental role? You simply can't know them all. And so how do you ensure that they're reviewed because you are ultimately responsible for them, even though you've given that responsibility to the Chief."

There is a big gap between the big twelve and the rest of the services.

"We really wouldn't be good at that. I'd love to know who the role model would be in that regard. Maybe Toronto ..."

"There's the Big 12 and [everyone else]. The Big 12 are kind of in their own world and have had a lot of this in the past, which leaves the rest of us scrambling a little bit"

A timely, regular schedule for reviews is a first step in getting it right.

"We do our regular policy compliance and monitoring through reports to the board. That's the main bread and butter of the board's activities in many ways."

Some don't achieve reviews as regularly as they would like, it's only in response to issues when they are discussed.

"I likely wouldn't know unless there was a problem."

"Well, it's a challenge. Because it's not the kind of thing where you're like, 'well, it's Thursday, I'm going to just peruse those policies again.' It comes up, frankly, when an issue comes up. Like, 'damn, do we have a policy on that?' Yes, we do. Well, let's look at it."

"So often you find you don't have appropriate implementation of policies or you have a gap when there's an occurrence and we hope it doesn't occur that way. I really do think we have to strike a combined committee of the chief or his delegate inspector and a board member or two just to make sure that the sections that are relevant are covered and appropriate as best we can and at least do a little bit of due diligence that way."

The Chief's performance review is one tool the board has to reflect on policy implementation.

"Ultimately with the performance appraisal of a chief, the implementation of policies or the lack thereof should be an opportunity to review the consistency with which the organisation is functioning and, hopefully, it does in a way speak to the manner by which policies are ground into operations."

"Not very regularly, is what I've learned. There's an intention that you look at the suite and see if it's in compliance annually. But what happens, I'm finding, is that we don't have an audit and risk management framework in place."

Some were concerned there was too much focus on creating the policy, but not on evaluation.

"Sometimes the Chief immediately wants to say, I got a policy, I put it in place I can check that off."

Processes are key: Often, the board leads the review with reports from the service. Board committees can be a helpful way to provide due diligence reviews.

"We do, get lots of great reports, more and more reports, because the chief, their responsibilities in the new act where the chief has to report on things that they didn't used to have to report on."

"Our Governance and Human Rights Committee reviews board policies regularly for legislative compliance and gaps. Our Finance Committee conducts budget reviews tied directly to strategic priorities. Our draft quality assurance plan will provide a formal framework for the board to assess whether the service is meeting its obligations. And our standing reports across complaints, use of force, SIU outcomes, and equity indicators gives us continuous line of sight into operational performance. Policy without accountability is aspirational. We have built the accountability infrastructure to make it real."

"The chief and deputy both have monthly reporting requirements to us, which really hasn't changed much from prior to the act in terms of what was monthly reported monthly. We're getting the information every month or every quarter in some cases, depending on the report. That's required, so you know we're getting what we need when we need it."

Some are still working on a process.

"I would say we don't have a formal mechanism for that. It's more informal in terms of our communications, communication with the senior management team."

"We keep pushing for a more robust internal audit function"

"The chief and the deputy worked with us on these policies because they know policing and we don't. But I will tell you my next ... Job, I guess I would say, is to create a work plan for our board that will go through the act with your policies and identify and the regs to identify everything that needs to be reported so that we can capture all of that going forward"

Maintaining the operational divide: Chairs have to remind and provide guidance to board members who cross the line.

"There is certainly a fine balance without question. We have had on a couple of occasions, both before and after the new act, where there was one board member in particular who likes to wade into the operational side of the conversation. Sometimes I have to pull them back and say, 'the colour of the napkins is not our problem. We just need to know there's napkins at the table. That's all that matters. The colour is up to the chief. We don't care about the napkins.'"

The challenge is often how do you draft policy to provide effective operational guidance.

"Because there's two trains that I've noticed. There's the train of it's not working because it's worded poorly or it's just not practical. Or there's a second train of we don't like oversight and we believe everything is operations and not governance. So which track are we on? And for me, that's where the communication comes into play."

"When [a policy is] challenged, then you're defensive, and there's not a willingness to shatter those old mores."

One chair brought up an example of a violent event involving a vulnerable population. There was clear evidence that the violence occurred, but no witness or victim came forward to share information. The chair questioned what policies or board function could help in a situation like this when the police investigative role is limited.

"And I'm saying your work isn't done. That should make you say, what the hell is going on in the community that people are scared to come forward? That's what should happen, and policies don't do that."

2.4 Quality Assurance Plans

QUALITY ASSURANCE

23. Every police service board and every chief of police shall implement a quality assurance process relating to,

a) the provision of adequate and effective policing; and

b) compliance with the Act and the regulations.

O.Reg 392/23 Adequate and Effective Policing

Some chairs were unaware of the formal requirement to create a quality insurance process.

"I'm going to be sincere with you. I haven't got there yet. So that's a piece that I have to work on."

"We don't have one."

Relying on experts: Chairs mentioned that relying on paying outside experts to get their plan up to the level anticipated by the new act.

“We’re required to have one. And we’re required to enforce it, but nobody’s really giving boards the understanding of how this works. Then when you start flipping around board members every couple years, it becomes impossible. What it does really is it’s forcing us all to have to dig into budgets and hire experts to operate as our secretariats. And we’ve done that.”

Some assume work needs to be done.

“I’m going to say, I’m sure we have one. I haven’t looked at it. So I’m going to put it in the bucket with the others that it needs upgrading.”

“It factors into our work, I would say, very limited way right now.”

Others are on their way to being in a good position.

“We’ve done a gap analysis and I think we’re well on the way to getting those pieces done that were deficient, and then on our way to having a regular cadence of two, three, four, or whatever is the logical thing that people are recommending.”

Scheduling challenges: With board turnover there is a challenge of keeping up with even important policy reviews.

“Even performance evaluation of the chief, there’s slippage. It is supposed to be every year. Oops, it’s 18 months. Oops, two years has passed. Oops, let’s do this right away.”

To help stay on top of things, boards are putting in place tracking programs.

“We’re putting in place a system that will track and make sure that annual things happen annually, that they have an anniversary date ... to keep us conscious of compliance on an annual basis, because that’s a welcome add to the CSPA ... I think it was the shortcoming of boards all over this province in the old days.”

Others are looking at the age-old practice of copying good examples and applying them to your own organization.

“I was kind of surprised there wasn’t more standardization of this is what you need when the act came out given the amount of time that they took after Royal Ascent. So we’re trying to steal from other people. People are trying to ask us for information. We don’t have it either. There’s a lot of sharing going on.”

“We tap our larger neighbours when we need help with certain things.”

Data integrity was raised as one area that a board chair wanted to look into as a way of making informed decisions.

“I think that there needs to be an enhanced quality assurance plan in terms of looking at accountability measures and how that data is being collected so that we can make the proper assessment as a governing board while also meeting the needs of the community.”

2.5 Are Boards Adequately Resourced?

"If [a newly appointed board member] comes in with less experience I don't know if we have the processes in place that it wouldn't be baptism by fire."

Some just have an administrative assistant.

"We have an assistant to our board who just provides administrative support."

Some have support off the corner of the desk from the Municipal CAO.

"We also have a secretary of our board, so we have two resources in theory. He's the CAO of the city. So his knowledge is very in-depth, obviously. We do rely on him for that relationship to the city. But we don't have [staff], and that's a conversation we've been having: what resources are required for the board? How do we share that resource?"

Finding the right support How much support is enough and can you find the right resource if you only need a part time position?

"I don't know if the board needs 40 hours a week. but it's hard to recruit somebody with a specific set of skills and knowledge for 20 hours a week."

Some boards are expanding and looking for an executive director.

"Currently searching for a full-time executive director who's quite capable of doing those [policy] evaluations."

Efficient use of resources was one refrain we heard from some chairs. Can support for the Board be shared with the Service or must it be independent?

"Could we share a part-time resource with the chief?"

"We do know that what our responsibilities are and our duties and that sort of thing. So yes, I do believe we are adequately resourced."

"It's our job to be the critical eye."

"I'm definitely from the private sector when I say this, but I see something like [additional resources] as a justification to create another bureaucratic role that draws unnecessary funds away from the fundamental purpose, which is frontline community safety."

"If our board were to be mandated that we suddenly had to have our own secretary, I see it as creating more conflict and just another layer of bureaucracy that is necessary because now our board secretary has to be the communication piece between the leadership team or the chief's EA. It's just one more place for communication breakdown and one more place for problems to occur. Whereas, right now ... I think we work well because our secretary is the chief's EA. So she's fully aware of what our duties and responsibilities are and what our needs are, but she's also fully aware of what the operational needs are of the service. So she's in a very pivotal role and it works well for all of us."

Another board chair raised the importance of the Chief Executive Assistant position.

"Our long-term EA is extremely valuable. The depth of knowledge as to previous contracts and benefits [is] profoundly helpful. I just hope that we recognise her contribution. Replacing those people is not easy."

Small and mid-sized services have a challenge completing applications for the range of available provincial grants. A board resource could dedicate some of their time to this function.

"We've thought in our model for resourcing the person would support the board, but they'd also support grant writing and policy development, the stuff that in theory does belong to the board, because every grant has the board's name on it ... that is a big burden for the Chief's office right now...grant writing, grant follow-up, and the reporting out back to the government."

Some report that they are adequately resourced, or at least doing well with what they have.

"I think we're adequately supported. There's nothing really more that we need."

"We're punching above our weight in terms of what we're doing with the resources that we have."

"Yes, [at] this time we have sufficient resources, because we've just added permanent staff to the board."

Financial resources would add value to board decision making: Boards are not appointed primarily based on a skills matrix. Adding board specific resources to support budget decisions was viewed favourably by some chairs.

"Getting a better handle on budgeting and given the ongoing pressures, given the city hall dialogue that takes place."

"[We need] a staff member who has the ability to provide input on financial projections who's not someone in direct conflict of interest with said projections or budget. That's one of the major gaps that I've recognised. A resource that allows the board to make the best decisions without potential conflict of interest."

A dedicated communications resource could improve board functionality.

"We [do] need help with things like our website refresh and some communications, but [generally] we are adequately resourced."

"Communication is another one. Something as simple as having a stand-alone website where people can go and pull up the monthly meetings. We [rely on the city] for that and I don't think that's the best approach."

Policy guidance was another resource request.

"We've been sacrificing ourselves, but I think the time has come that we need a full-time [resource] who is comfortable interpreting legalese in the Act."

The Growing Workload: A common theme relates to the growing workload. By all accounts, the burden of work and written material is intense.

"For me, it's just that never-ending sense that there's just so much to know."

"The amount of time to grasp all the information and totally examine the trends. I think we're trying to create a process where we have greater discussions at committee stages and ensure that we understand the information, are able to ask our questions and [apply] oversight functions within the committee structure."

Perhaps unsurprisingly, these burdens are not shared equally among board members as not everyone puts in the effort required.

"I think I'm an anomaly when I talk [about] how much time I spend in this building."

For some, it is not merely intense, but overwhelming, and as a result, important matters are left undone.

"I can't make a difference here. It's just literally putting out fires."

"I don't want to do this. I can't take this. This is way more work and effort. And the amount of time I spend dealing with this, nothing ever gets better."

“Some stuff has fallen by the wayside and some extra time has been put in on certain things.”

Association support: Some noted the Police Governance Ontario, the provincial association for police service boards, is an important actor in supporting the needs of local boards.

“I really appreciate the provincial association...not only their seminars, but the conferences and the receptivity when I can phone anyone down there. I feel that [...] they're very helpful.”

“The [PGO] was good when the main thrust was education, because we had no education. Now that's in place I think [the PGO] needs to shift gears and focus more on things that boards utilise day-to-day. HR support, such as on WSIB, and contract negotiations. I think we are sorely lacking in that kind of support.”

Should board members receive increased compensation? One board member reflected on the responsibility entrusted in board members and questioned how much value the system places on it given the compensation paid to board members.

“My responsibility to the hundreds of thousands of people that live in this community is to hold the line on municipal taxes. That's quite a challenge to give a guy who you're paying less than \$15,000 a year to - our members earn less than \$10,000. Like think about that for just a minute. \$12,000 a year and here, bring us a budget and negotiate terms for over 1000 people. Really? That's the expertise you're looking for?”

A good quote to end this section on relates to relationships. Relationships matter and they are explored in great detail in the subsequent sections.

“You can't good governance your way out of a bad relationship.”



StrategyCorp's Perspective

Police governance is increasingly complex and time-intensive under the CSPA. Many board chairs say they lack sufficient support to effectively manage their expanding oversight obligations. Participants frequently contrasted the resources available to “Big 12” boards with those at the disposal of smaller boards required to meet the same legislative expectations.

Many board chairs do not always receive information in a form that supports effective oversight and decision-making. While many participants acknowledged receiving large volumes of information, concerns were raised regarding the usability of the information and the ability of the board to properly make sense of it in a way that adds value to their oversight function.

Despite recent improvements in mandatory training, many board chairs report that their members still lack sufficient training in their role. In particular, there is still uncertainty

regarding the distinction between governance and operations, along with inconsistent understanding of board authority and responsibilities under the CSPA.

Many boards are still working to modernize and operationalize their policy frameworks under the CSPA. While there are exceptions, notably among the Big 12, many participants acknowledged they still rely on outdated or incomplete policies.

Many boards lack adequate mechanisms to monitor policy implementation, compliance, and organizational performance. Participants identified weaknesses in audit functions, quality assurance processes, risk management frameworks, and ongoing monitoring practices.

What we are watching for as 2026 unfolds:

- More boards establishing structured work plans and compliance tracking systems.
- Enhancement of dedicated board support functions, including executive director and policy support roles.
- Sharing of best practices to make data more consumable and directly linked to board policy.
- Improved reporting structures and stronger review processes that relate directly to outcomes of governance, and not merely document activity.
- Expanded mandatory training, practical scenario-based education, and stronger onboarding focused on governance, accountability, and board–chief relationships.
- Guidance from IoP on how boards can implement an effective quality assurance process.

SECTION 03

Police Service Budgeting and Leadership



What We Heard

In a second series of questions, chairs unpacked the challenges in their most important obligations, including hiring police chiefs and their deputies, negotiating budgets, developing strategic plans, and ensuring adequate resources;

This is core to a police board's responsibilities. If a chair and board can get these decisions right, then governance and community relations challenges can be solved more easily.

3.1 Chief and Chair Relationships

"You ultimately are their boss."

It is important to stay in your lane while also fulfilling your role. At the end of the day, there are roles to play and jobs to do.

"You have to maintain your oversight function. And the chief has to respect that."

"It's not like we're all friendly and everyone's kind of patting each other on the back. I think there's a recognition that, chief, you have a job to do - you have the operations. The board has an oversight responsibility and we will undertake that responsibility. But at the end of the day, our goal is the same."

"It can't be friendly all the time,...the chief and I have that rapport now that he knows that we're partners in all of this, but ultimately, he has a duty to report to me on certain things and vice versa. So it's a fine, delicate line, is the way I look at it."

Some chairs alluded to how they are rebuilding trust and relationships with their chief or creating that trust with a new chief that was recently hired to improve communication with the board and to the community.

"[The new chief] keeps, the board, but also the public informed. The relationship with the chief is awesome. And that is trickling down to the service. Not even trickling. That is an avalanche effect down to the service because the last chief, there were some issues, some trust issues, but the service is working really well and that's because of the board working well with the chief who works well with the service. It's a dream."

"The previous Chief was not a good communicator externally to the community or internally to the members."

"It's better now. We do a lot of regular communicating, meeting every week, really understanding."

Communication trumps all. A challenge can be that chiefs come up through a command and control culture. From there, they shift to reporting to a board that is a collection of politicians, political appointees and community members. Whatever other challenges may exist in a chair-chief relationship, communication can help overcome issues and maintain confidence.

"This chief understands it and he communicates really well with myself as chair. Constant dialogue, constant forewarning of issues that will be coming up. And when they do arise, the board's not caught by surprise."

"The most important thing is communications...if that dialogue is happening, and the information chairs receive is appropriately filtered to the rest of the board members then they're aware of what's happening."



“The more information [the chief] give[s] us, the more we understand their operational requirements and needs so we can be more responsive to budget and oversight.”

Proactivity can mean smoother decision making.

We heard that when difficult decisions are being made by the Board, communication and information sharing needs to happen earlier and more directly. The chief and the chair should be aligned before decisions are brought forward or announced in a meeting, to avoid surprises and ensure there is a shared understanding and transparency of the rationale, implications, and next steps.

“I’m on my second chief now, and in both cases, they’ve always been really good at providing what we need to know to make decisions.”

“He doesn’t wait for us to find out about things, he calls and flags things for us.”

“It didn’t just happen at a board meeting. It was all worked out in advance with the administration. We did it respectfully.”

“He understands this service. He understands the local dynamic and I think he respects that he has a board chair that is pro-policing and is predisposed to be supportive.”

In particular, budget approvals are improving due to smart briefing techniques. Communication from the chief is central to building confidence and support during budget deliberations. By engaging council members early, the chair and chief can clearly explain the rationale behind key requests, address questions in advance, and

ensure there are no surprises before the budget reaches city hall.

“He’s open, he’s honest, he’s transparent. He takes instruction. We review the budget together at various stages. They’ll present a draft budget. I see it before the board does. We’ll walk through it. Then I’ll give my feedback. He may or may not make some adjustments based on my response and it goes to the board. The board will have their input and then we go from there.”

“He makes an effort to meet with every councillor prior to the budget going to city hall. So they’re already fully aware of what’s in it, why it’s there, what we’re looking for, the reasons, the purposes. There’s no surprises. We’ve had a lot of good support.”

Separating the gravitas of a police service from the duty of sound public management:

Some chairs expressed examples of boards being wowed by police leaders. It can be a challenge to hold a chief to account as a municipal official tasked with spending resources efficiently and delivering a service when they regale a chair with stories from the field.

“The historic dynamic was that the police chief was a little bit of a rock star.”

"The evolution I'm seeing is that boards are saying, 'you're providing a community service, the same as public health, the same as the building inspectors. It's just on TV ... and we have different roles. You're the police chief and you carry a gun, but I'm the board chair and I have a different obligation and a different mandate."

"It's a tough relationship sometimes, right? We're not always happy with one another, but my job isn't to be his friend. And I think that that's something that some in the industry forget sometimes. We're not friends at the end of the day. He's an employee of the board, and our job is to make sure that we give him the tools necessary to provide adequate and effective policing, and then we hold the service accountable for what they're doing, provide that proper oversight and ask tough questions."

Community engagement can help a chief build a successful board relationship if the chief is recognized as a trusted vessel of community knowledge.

"I love his depth of knowledge about the community."

"I think it creates a shortcut to a number of important dialogues."

"We have a new police chief and a new deputy, and both of them are long standing police officers from the [local service]. They're career police officers, and it's really nice to hire from the floor and to promote from the floor. I have a very good relationship with both of them and they have very good relationships with the board. I feel a sense of transparency from them."

"On a local level, because of the depth of experience we have with the chief who has served this community for many years, that historical knowledge between him and his executive assistant is tremendous. I'm not sure if it would happen for every chair, but personally, I feel the capacity to pick up a phone and find out information... I have a real strong appreciation for the communication linkages that flow between and amongst us."

Some chairs wondered how to create strong processes to support the relationship.

"The executive assistant to the police chief and the executive assistant to the board were the same person ... that's a total conflict of interest."

"I try to keep an open channel of communications... part of my job as a chair is to discuss items with the chief that don't rely around operations that are governance-based ... to recognize and understand what challenges the chief is facing and where the boards and the chief or the deputy chiefs may be in disagreement about an item ... so that we can identify those problems beforehand and then try to find a working solution around that."

3.2 The Strategic Plan

Strategic plans are viewed by many board chairs as more than mandatory planning documents. When done well, they provide a practical governance framework that helps boards organize their priorities, assess the chief's performance, connect reports and budgets to stated objectives, and communicate direction to the service, municipality and public. Several chairs described a meaningful shift from strategic plans as static compliance documents to living tools that shape the board's day-to-day work.

"The strategic plan went from being a perfunctory document that was written and filed to a document which lives and breathes and is referenced all the time."

Supporting the chief's work: For some boards, the strategic plan has become especially important in clarifying expectations between the board and chief. Rather than relying on informal understandings of performance expectations or progress, the plan provides an agreed-upon reference point for evaluation, oversight, timing, and accountability.

"It is an excellent strategic plan, a vast improvement from our last one. It is really helpful when we're actually doing the chief's performance review at the end of the year because the board is to follow that strategic plan. That's how we do his review."

"It's very thorough and touches on a lot of different aspects and even the year that we're to handle those. It's just really, really well laid out."

Building confidence with the public: A clear strategic plan can also improve public reporting. When objectives are specific and understandable, boards and services are better able to demonstrate how annual activities, investments, and outcomes connect back to the commitments made through the planning process.

"What the strategic plan does is it really improves our annual reporting requirements ... when it's a clear and understandable and well-defined set of objectives, you can tie that annual report back to all of those factors very clearly so the public understands it, the service understands it, and again, we can measure our success."

"I've always said, you don't know where you're going unless you've mapped it out. And so that's going to help this board a great deal. And it's going to help our association as well. It's going to help that dialogue because everybody knows where we're going together collectively."

The strategic plan can lay the groundwork for budget deliberations when major operational or budgetary proposals come forward. Several chairs noted that strategic plans become more useful when reports and budgets explicitly show how recommendations support the priorities already approved by the board.



"We're finally getting to the point where reports and even the budget is being delivered with direct correlation to the strategic plan. That took a couple of years, but now when we see reports coming forward saying, for example, we want to create a public order unit the report actually includes where this fits into the strategic plan, like it should."

Some chairs still want to see improvements. Chairs also pointed to current plan gaps and a broader opportunity for more consistent expectations around how strategic plans are used.

“It sits on the shelf.”

“The current one is not adequate for what is expected of us under legislation. I don’t think it’s adequate for what we need and for what the service is becoming in such a short period of time to be the MIP, the most improved player, in policing in Ontario.”

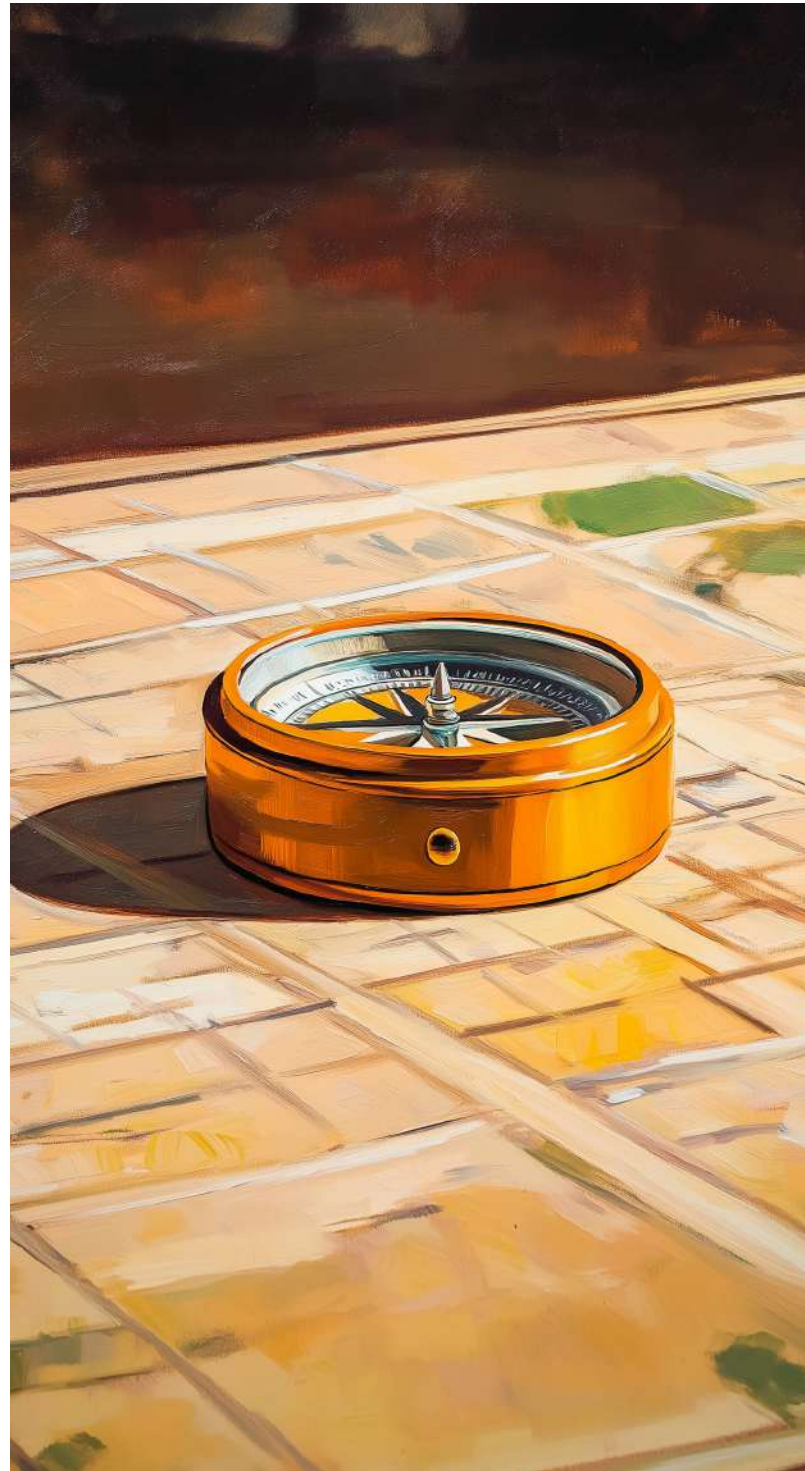
“It was a no-nonsense kind of strategic plan.”

Strategic planning could be a role for IoP support. One interviewee suggested that IoP direction could help make strategic plans more effective by encouraging boards and services to align reports, decisions, and recommendations directly to the plan.

“[If the IoP] moves to a structure that has you align board reports with the strategic plan and show you with every report how it’s aligning with the plan, that wouldn’t be a bad thing for the board, of course, but it wouldn’t be a bad thing for the [Service] either to start thinking more strategically about their decisions.”

Front-line officers are key to most board strategic plans. Officers remain central to police service board strategic plans. You would be hard pressed to find a police service board strategic plan that does not put officers and civilians at the forefront of organizational capacity needs. This reflects a practical reality; the ability to deliver on public safety priorities depends heavily on whether the service has the right people, training, supports, and internal capacity in place.

“The number one point of our strategic plan - we call it our people - is the officers and civilians, ... making sure that our people have the best possible background to provide the best possible police services.”



A good strategic plan paired with the right people driving implementation, can provide direction to the Chief and help the board stay focused on its governance role.

"It is very clear and concise. I really like it. I find it very helpful. And the chief he appreciates it as well. It's really good direction for him."

"we're finally on track and we've got the right person on the board to help lead it, that skill really needed to be on the board."

While some boards may have seen a larger shift in how they developed their strategic plan, at least one board was ready for the more community minded requirements in the new Act.

"I'll call us a pretty progressive board in Ontario, even under the old act, community-based policing has always been one of our mantras. So [the Strategic Planning requirements] weren't a big transition because the new act is definitely driven by community-based policing."

Getting the process right for strategic plan development can be the difference maker in establishing buy-in. For other chairs, the prospect of strategic planning brought mixed feelings. Those approaching a strategic plan refresh looked back on previous planning processes with frustration, particularly when those exercises felt performative or disconnected from meaningful implementation.

"I did strategic plans at the city too and they were an unmitigated yawn. It was the worst night of my life ... talk about a word salad, like just throwing these words on and using different colors of sticky paper doesn't change the fact that you're just throwing [words] around ... and then they never seem to connect with the ball."

Other chairs hoped for the best from upcoming processes.

"I am optimistic from my recent experience that maybe it'll be a more productive enterprise than what I've seen."

"We're excited about our developing strategic plan."

Police services, more than other organizations, can benefit from a sound strategic planning process. It can help guide the board and chief through the important decisions they have to make over the course of a mandate.

"I always tell staff [in my day job], if you're doing something or you want to go in a different direction hang it on the strategic plan."

Strategic planning as brand building: A strategic plan can be more than a guide for the board. There are requirements for public engagement. Those steps can be more than just a box-checking exercise. Done properly, it becomes a way to assess community sentiment and strengthen the organization's relationship with the people it serves.

"We thought we had assimilated what the community was telling us [in our previous plan]. We're even more so with this one because we feel we've increased that engagement for sure."

"I believe it is going to reflect what the perception of the community is for our needs."

This engagement also reinforces that the strategic plan is not owned by the board alone. It is a roadmap for everyone with a stake in policing, including the service, members, municipal partners, community organizations, and the public.

“We’re both the creators and benefactors of the strategic plan. And we had to explain that it’s for stakeholders, it’s for everybody that’s involved in policing or paying for policing. It’s to understand the roadmap for our expectations.”

“This for us as a service was actually one of our most comprehensive strategic plan engagement processes in the history of [our service] because we had over 200 invitations, 7 in-person consultations, online surveys, social media outreach.”

“What we did in our last plan, we did a community survey and a member survey. And one of the things we did is we tried to line up the concerns from what the community had and what the membership had. Out of the five top issues that both had, three were the same. So I think there’s a pretty good understanding, not only from the community, but also from the member side as to what needs to be done.”

Growth and change emerged as defining considerations for the next strategic planning cycle. Participants emphasized that the organization is operating in a rapidly evolving environment. As a result, the strategic plan cannot be treated as a static document. It must be flexible, forward-looking, and capable of adapting as new pressures, priorities, and opportunities emerge.

“Our biggest challenge really is looking at how we’re going to deal with the managed growth of the city ... growth is going to be the big cornerstone of our strategic plan.”

“I think that a number of the priorities remain similar, but will require a bit more nuance based on the fact that there’s different legislation now, but also that the needs of the community have most likely changed over the last four to five years. In fact, I can guarantee that they have.”

“The next brilliant idea you and I will be talking about in 10 years isn’t even in somebody’s head yet right now. And the rate of change that things happen now. So you have to be adaptable ... it’s got to be an evolutionary document and we treat it as such.”

“We think we can develop a five-year strategic plan ... I would predict that there’s a very good chance before we roll out a new strategic plan, it will be dated before it’s implemented.”

3.3 Board Chairs Leading Budgets

Board Chairs have been tasked with leading a budget process that will deliver adequate and effective police services. We asked Chairs about the resources they have to do their part in the police budget process.

Increasing responsibility for boards and chairs in the budget process. Changes with the Act mean that boards have an increased level of responsibility. Maintaining adequate and effective service is the overarching principle of the budget process.

“With the act as it is presented today. The ability of a municipality to challenge a police budget ... has brought a new threat to the police chiefs.”

“Our fiduciary duty is to the community. Not the government of the municipality. And certainly not to the police service or its associations.”

Budget approval is not a rubber stamp process.

To make sure these obligations are fulfilled in a responsible way, the chair may need to ask challenging questions to the chief.

“The last thing a chief wants to hear: prove your argument. But a board’s got to be brave enough to ask that.”

If the detail is not there, chairs can be in a tough spot to make informed decisions. Some chairs indicated it is still a work in progress to get the depth of knowledge required to make informed decisions.

“You kind of are [at the mercy of the service] because, so much of it can be very mysterious unless you really, really push at it.”

“The last director of finance always operated by giving the board a one-page sheet to make a \$110 million budget decision... trying to pull out information with people who aren’t there every day, who don’t understand the nature of municipalities, who don’t always know what questions to ask or where to push back... it was really unproductive, but I think it’s better now.”

There is always a negotiation about what a budget need versus a budget want. Like many budget processes there is an expectations game that must be managed between the different players.

“They’ve learned how to pad the request so that they can lose a little bit and they don’t get everything they want and we don’t take as much as we want, and everyone meets in the middle. When it gets to council, it’s usually just a hands up and hands down. It’s a simple vote.”

“My experience is they put in what they want. It’s always way more than they know they’ll ever get. And then we just start cutting from there.”

Comfort with the process: Despite the fiscal pressure and new legislation, many chairs were quite comfortable with their process and the information they received.

“There’s very little friction or animosity with respect to the budget.”

“It’s a good process”

“I don’t feel like there’s many games with them.”

Municipalities are understanding the budget pressures for the sector. While police budgets have seen high percentage increases in many services over the last couple years, boards and councils have been supportive. This could be due to a combination of understanding the need in the community and chiefs and boards improving their budget briefs.

“To give you a bit of a measuring, stick our budget increased the entire tax levy in our region by 2.5%. The entire tax bill was raised by 5% and half of it went to the police budget. We had a unanimous vote by the council, including people who were always very with austerity and not necessarily supporting police.”

“Everybody voted for the budget because they knew this was a very necessary budget.”

Municipal elections on the horizon: Looking ahead to the 2027 budget process, provincial funding is likely to become a more prominent pressure point.

As municipal budgets face growing strain, some boards and communities may increasingly look to the province for support, particularly where local taxpayers are being asked to absorb costs tied to broader public safety, growth, and service-demand pressures.

Chairs noted that the current funding environment can place municipalities of very different sizes and circumstances in competition for the same limited resources, even though their policing challenges are not always comparable.

“That well will run dry, and we very much agree with the issue of the provincial government providing subsidies for the municipality to actually help with future budget deliberations.”

“The process has been a learning experience for everybody. This year’s budget will be better, but it’ll also be different because we’re headed to a municipal election.”

“I think the big thing is that the funding needs to be more, I think it needs to be better looked at in terms of big city versus medium versus small. I mean, when we’re all chasing basically the same fundamental pot of money, the GTA problems are not [small city] problems. And therefore, we shouldn’t have to be competing for the same [dollars].”

You can review reams of detailed information, but trust is essential. Chairs, some with previous business experience, acknowledged that any multi-million dollar organization comes with the need to have confidence in your team and a trust in the process.

“Even when I was the CEO, you’re still not sure you have the information, and it’s even harder for a board, particularly when you have to give out your baby for approval to another entity. I think there’s various steps that make it difficult for a police services board.”

“It’s asymmetrical ... where the police service has the information and then it’s the board that takes it on as its budget ... you’re putting a lot of trust that the service is telling you these are the resources they need and this is why they need them. And then a dialogue does happen.”

The challenges with mayors on police service boards: When a mayor also sits as a board member, the budget process can carry an inherent tension.

The mayor must help oversee and understand the police budget at the board table, while also returning to council with a broader municipal responsibility to assess that budget request alongside other local priorities.

Interviewees noted that this dual role can create challenges around impartiality and role clarity, but when supported by strong information-sharing, trust, and disciplined governance, it can also help ensure the budget is presented to council with credibility and context.

“The often cited challenge when you have the mayor who has to be impartial when he goes to his council meeting and receives the budget request ... there’s a tension there, not necessarily unfavorable, but [how do you] ensure that it’s a positive tension that can get you the right decision rather than a negative tension of combat.”

“We’ve been given good information, sufficient information to the point where we can comfortably present the budget to council. And my witness has been of the mayor to be a man of integrity, demonstrating capacity to respect what has to happen in council as well as what has to happen for the service.”

Some municipalities can find it challenging that their powers of budgeting are different than many other municipal departments. If municipalities overstep, the board and chair need to play an important role in navigating the budget process.

“So it is by far the biggest problem I think all of our boards have now, that disconnect that when we get to our funding source, the regional government, they think they want to play the role of the board.”

Other times it is council members that can be ill-informed or offer contradictory views, adding challenges to budget approval.

“I think the detail is there. I don’t think that they [the municipality] understood it. Because they’re councillors, they figure they know more about policing than the chief does.”

“If you’re saying we’re spending too much on policing, you may be permitted to say that. You cannot say, but in so doing, we don’t think you have enough cops at City Hall. You’re not allowed to tell us that. That’s our job. You can guide us and tell us what concerns you may have, but that’s an operational issue. It’s the biggest challenge all of us are having right now because there’s a bit of pushback from folks trying to get re-elected in a few months.”

Chairs noted that police budgets are heavily shaped by payroll costs, particularly officer compensation, and by broader collective bargaining trends across the province. This creates limits on how much local boards can realistically influence budget outcomes.

“Of course, the negotiations with an association that typically follows trends across the province. So if that is a reality, to what extent do you have to impact the outcome of negotiations at your level?”

“92% of our budget goes to payrolls.”

Chiefs need to put in the work to make the case for the service’s budget needs. We heard that boards often rely heavily on the chief’s expertise when assessing staffing and resource requests. While boards retain responsibility for oversight and budget approval, they recognize that the chief is best positioned to explain what is required to deliver adequate and effective policing. Boards need clear evidence and rationale to assess whether requests are justified. This includes linking requests for additional officers or resources to specific service needs and the standard of adequate and effective policing.

“I have to trust the chief that he is putting in what he needs to put in, whether it be a number of officers or [something else] ... I don’t want to just make do, I want to know what [the chief] needs to do this job right.”

“All of the number crunching is left to the chief and his budget provides a lot of evidence-based information ... he prefaces that we need two more officers because we need them to do this, this, and this, or we need to have our community response officers downtown more. They put the numbers together and then provide the rationale and it’s up to the board to decide if that rationale meets adequate effective policing.”



“You can’t police from home. You got to go walk the beat the first eight or 12 years. You’ve got to do the shift work. You’ve got to work nights, et cetera, et cetera. So many women and men with other opportunities are saying, ‘why would I become a cop?’ I make 100K being a bean counter from home and do all my work just like I’m doing this [interview] from home now.”

3.4 Issues on Resources: Human Resources, Information Technology, and Facilities.

HUMAN RESOURCES

WSIB is still an issue: We heard that WSIB was a major area of concern for several Chairs. While some acknowledged that many claims are legitimate and reflect the real toll of policing, others expressed concern about the way the system can be used and the impact that leaves and on staffing levels, service delivery, and budgets.

“With more city growth, hiring more officers, that’s going to lead to the possibility of more WSIB claims.”

“If we’re talking primarily about staffing issues ... there are a number of people who are not available for full deployment ... this is a trend that’s been going on in a number of municipalities and that has a significant effect on policing for the public, but it also has a significant effect on the budget because now we’re expected to be filling these gaps.”

“There’s still the core group of folks who want to screw the pooch and use the legislation to their advantage. There are some who are legitimate, ... I don’t take that away from them and we have tools to monitor the types of calls people have responded to that flag those who may be at higher risk and have outreach from a support officer proactively.”

Room for increased wellness support: Chairs also connected WSIB and accommodation pressures to broader questions around officer wellness, particularly mental health. We heard a clear view that proactive investment in supports could reduce downstream costs and improve workforce resilience.

“My question is, why hasn’t there been a more proactive approach around the health and well-being of officers, especially mental health? If you invest in good support for officers it pays for itself. Our budget cost for these individuals on leave is going to be [close to \$10 million] in the next year. Pretty significant.”

Breaking down barriers to officers asking for help:

Participants also noted that culture remains a barrier. Though wellness supports may exist, some officers may be hesitant to access them without clear leadership, normalization, and sustained commitment from the service.

“Perhaps this is an unfair assessment of the culture, because I have not been a member of the police, but there does seem to be a baked in hesitance of seeking out these supports. You can only really address that by leadership and by making sure that the supports are readily available. I think that there are many cultural issues in policing.”

“I think last year was the first time, the memorial for officers who have taken their lives. That’s always been a thing, but we never talked about it. That’s a thing now, the number of officers that are under stress take their lives.”

Instilling the right values in officers: Some chairs noted a need to focus on creating a positive work culture and assisting officers in meeting the standards of the service.

“There’s still lots of behavioural issues and things like that that we have to deal with.”

“There are always human resource challenges in a police force if we’re just talking about potential personality conflicts or any other issues that are arising.”

Are recruitment challenges subsiding? We heard mixed views on recruitment. Some chairs reported that their services were currently in a relatively strong position and were able to attract enough applicants to fill vacancies.

“We actually do not have a recruitment problem. Of course, everybody is looking for recruits, but at this point in time, we’ve had enough applicants and candidates.”

“We are likely one of the few services in Ontario that to this point in time is able to fill the spaces.”

“We take a fair number of folks from other services who want to come back [to the community]. We’re very open to that, where that used to be a very closed door ... you had to start at the bottom and work your way up, but they’ve changed their opinion on that.”

Others, however, continued to identify recruitment as a material challenge, particularly given the demands of a 24/7 policing model, and competition from other career paths.

“The difficulty in attracting recruits.”

“There is an enormous recruitment challenge because there’s no getting around the fact that we run a 365 a day, 24 hour a day operation.”



Police jobs are well paying jobs, particularly in smaller communities. One chair suggested that services, particularly in smaller more rural communities, may need to do more to promote the broader lifestyle and community benefits of working there.

“We probably need to do more in terms of making people aware of small-town benefits.”

“The salaries are what they are. I’ve got to make it a more conducive environment where people want to come to [region] to work for us.”

“The most powerful retention tool we have is hiring local people.”

Special constable positions face high promotion rates. For some services, the issue is not simply attracting people, but keeping them. Special constables were identified as one area where turnover can be costly, particularly because of the time and investment required to train them.

“The only smallish challenge we have with turnover is trying to keep special constables. You take a chance with the requirements, they take a long time to train, that’s costly, and they’re using it as a steppingstone to go.”

Police work is often a call to service as much as a job. The reality is that policing is a tough job. Shift work, public scrutiny, safety risks, and changing expectations are making the profession less attractive to some prospective recruits and more difficult to sustain for some newer officers.

“I have people that I had presented badges to that later on have come to me and have said that policing was not what they expected. The environment’s changed. There are more guns on the streets, and there’s that real fear that they’re not gonna come home. I’ve had a few young families say I can’t do it. I personally had people come to me and explain that they’re resigning. Policing has changed. It’s getting much more difficult.”

Recruitment needs to be supported by HR professionals: Some services are still building the internal HR capacity needed to manage a modern police workforce. In several cases, HR has historically been handled informally, or by municipalities. Chairs noted that this model is no longer sufficient given the volume and complexity of workforce issues.

“Human resources is a mess. We have a person in human resources who’s been there for a long time. She needs a lot more support.”

“I think it’s just that, in all sincerity, somebody’s been doing [the role] off the corner of her desk, and we really don’t have an organization or an individual designated to that.”

“Yes, human resources is an issue, and we hired a full-time HR manager two years ago to deal with the number of retirements we had. HR was previously done by the municipality, or as the Chief would say, off the corner of their desk.”

“We’ve got mental illness and anxiety and all these challenges that HR never had to deal with before. Now you’re dealing with that. HR needs more support, more sophistication.”

Generational change and a young workforce are creating training and supervision pressures.

“I don’t know what generation they are, X, Z, whatever the hell they are, but they don’t look at employment the way earlier generations looked at employment.”

“We are getting younger, which in my opinion is a good thing. We still have individuals that will be there for the next four or five years as those younger constables develop skills”

“You’ve got all the baby boomers. We’re losing a ton of officers.”

“Now you have a great percentage of our officers that have 18 months or less experience. So that’s an issue too. It’ll keep getting better, but until that time comes, it’s going to be a draw on all of the other services.”

Women are stepping up: Services are seeing more women enter policing and are making deliberate commitments to support women officers across their careers.

“Rather than hiring experienced officers, we went for new recruits. We’ve also joined the 30 Forward movement as well.”

Enhancing training: Sometimes the pressure from Ontario Police College (OPC) access is impacting recruitment. Current provincial investment should help ease this challenge.

“We get up to 40 per class, just to try to keep up with the new recruits, like filling the new positions and the vacancies that are from retirement.”

“Well, everyone needs more people. That’s obviously something that’s an issue for us. We always need more resources and more people, and frankly, getting them in place is another big issue as we only get so many spots at OPC.”

INFORMATION TECHNOLOGY

Information technology was generally viewed as an area of growing importance. Chairs saw technology as essential to modern policing, but also recognized that it brings cost, governance, cybersecurity, privacy, and implementation challenges.

Adding new capabilities: Services are realizing that new technologies can improve efficiency by streamlining public reporting to officer note taking.

“We have cop logic, which of course has been a technology we’ve had for a few years now.”

Can services keep up with technological change? Whether a chair represents a large or small service, the constant when it comes to technology is more change.

“With information technology, we’re in a real state of change right now.”

“Part of this is the change in policing. They’re talking about drones. We’re going to need a guy to be able to operate drones for vertical policing now.”

“I think we react too fast to the new technologies. We embrace it too quickly, we need to think it through from every angle. Especially the cost angle.”

Enhancing back-office IT infrastructure: Some services recognize the need to build in house IT capabilities because police needs are different from municipal needs.

"The city used to handle our IT, though we had an IT manager, but everything ran through the city. We are now in the midst of bringing this all over to the service, It's going really smoothly. Our IT manager comes from a service where he handled this for many, many years."

Investment is working: Compared to facilities or staffing, IT was often described as being in a reasonably good position. Chairs pointed to internal capacity, cybersecurity awareness, and the role of technology in supporting investigations as reasons for confidence.

"I have the sense that out of those three [resources, facility, IT], that [IT] is the strongest."

"They're pretty good on the cyber stuff ... they've got some people that are very interested in IT."

"That's something we could just - you never pause on it - but you can leave that one on its own for the time being. I think the IT piece has been solid. Sometimes you mention the things that are the most stressful and then the ones that are going in a positive way, like the IT, go unmentioned. I'm happy with the service that they have in-house for sure."

Increased costs are worrying: Some chairs noted that, again, cost is a major factor with IT resources

"I think there is going to be a need for investment in this area. And I think body-worn cameras right now is front centre in that dialogue. But it's more than that. It's data analytics, a better understanding of trends."

"Information technology, it's the lifeblood of our service, but then all the stuff that goes under it, it's so costly, the redaction, that kind of thing. That's always challenging."

AI has entered the chat: Police services will also be able to onboard new artificial intelligence tools. Chairs saw significant potential for artificial intelligence to improve information retrieval, investigative capacity, crime prevention, and operational efficiency. However, they also raised concerns about privacy, bias, ethics, and the need for governance frameworks before AI is deployed more broadly.

"[Artificial Intelligence is] going to become invaluable. simply because of its storage and retrieval capabilities."

"[AI tools] will lean us harder towards the prevention of crime. Rather than cleaning up after crime because we will be able to - much more quickly - statistically react to bad traffic zones, bad crime zones."

"The speed with which we'll be able to retrieve information will be very, very resourceful."

"I think most of the times when people think about AI, they are looking at it being problematic, but I look at it as it presents significant opportunities and it improves investigative capacity and operational efficiency."

"My biggest concern is the privacy and bias issues around [AI tools]. When we are looking at it from a bot perspective, the challenge is not just the adoption of it, but ensuring that the governance frameworks and coming up with the policies that govern the ethical standards and the deployment of the AI within our service."

FACILITIES

“That’s the elephant on the dining table. We have a facility problem.”

Facilities were one of the most consistently raised concerns in the report. Chairs described aging, undersized, and inadequate buildings as a major challenge, with implications for operations, accessibility, staff morale, community confidence, and long-term capital planning.

“Our facilities are too small. Our facilities are not accessible. Our facilities are worn.”

“Our building is very old. HQ is very, very old and it needs upgrades, but they bought a new building a couple of years ago and it’s downtown, which makes a ton of sense.”

“It’s a dump. And you wouldn’t ask city staff to work under those conditions. It’s a deplorable building. It’s been chopped up to accommodate, [instead] we should be proud of something.”

“Our responsibility is to provide a location for our association to do their job that is of today’s standards and that has been lacking.”

Where is the money coming from for new HQs?

While the need for new or upgraded facilities may be clear, the cost of capital can be significant. Chairs pointed to the scale of investment required and the difficulty of securing municipal approval for major police infrastructure projects.

“Right now, the build would cost \$70 million, and they don’t have \$70 million for a new police station.”

It can be a long battle to get the capital funding approved for a new facility.



“The city went through that battle about 10, 15 years ago and it was ugly, absolutely ugly. And they finally pushed through and made the right decision and built a brand new facility and as close to state-of-the-art as they could.”

Public-private partnerships: Some are looking to a P3 model to build new stations.

“We’re looking at private public partnerships to have the private sector build it.”

Growing services are running out of space: In some communities, the need for new facilities is not only about the age or condition of existing buildings. Population growth, increased staffing, and expanded service demands are also putting pressure on police infrastructure.

“I think just the fact that the growth of this community equals growth of bodies that need to police it will continue to just drive the facility need.”

AGENDA ITEM #9.5.

Getting the plan right could help get the funding approved. Undertaking the right planning is a helpful component of securing new facility funds, Master planning, early engagement with municipal partners, and clear articulation of operational requirements can help ensure that police facility needs are understood and incorporated into broader capital planning.

“We are developing a master plan to look into the facilities because we are facing challenges related to capacity constraints. ... we do have space limitation and then we definitely need a new emergency service unit and training unit facility because at the moment they are barely meeting the requirements under the new Act.”

“I’m very encouraged by initial steps that the Chief has done, both informally and formally, to make those in the city aware of the need and a potential reasonable solution. Hopefully we can ensure that something like [a new facility] does become a possibility.”

Chairs also cautioned against assuming that technology will meaningfully reduce physical space requirements for police services.

“The assumption that digital communications will require less space is fallacious.”

StrategyCorp's Perspective

There is a lot to be hopeful for if you care about strong police governance in Ontario. Police service board chairs are seeing improving leadership, better strategic plans, and even staffing challenges turning the corner with some services. New challenges are always just an election, a bad hire, or a crisis away.

With municipal elections set for this fall, boards and chiefs will have to navigate new political realities and reset their plans to navigate budgets and support police leaders. It is clear that boards are raising their expectations of police leaders when it comes to the role they play in the community and in communicating operational needs to the board. Old school is out of favour as police leaders manoeuvre to meet board expectations.

Working in the chief's favour is a legislative framework that is doing what it was intended to do; raise the standard of police governance in Ontario. A key tool that is being used is the strategic plan. We heard very few comments about new strategic plans sitting on the shelf.

Rather, many chairs saw them as an essential document to guide their work with the chief of police, the municipality and their fellow board members.

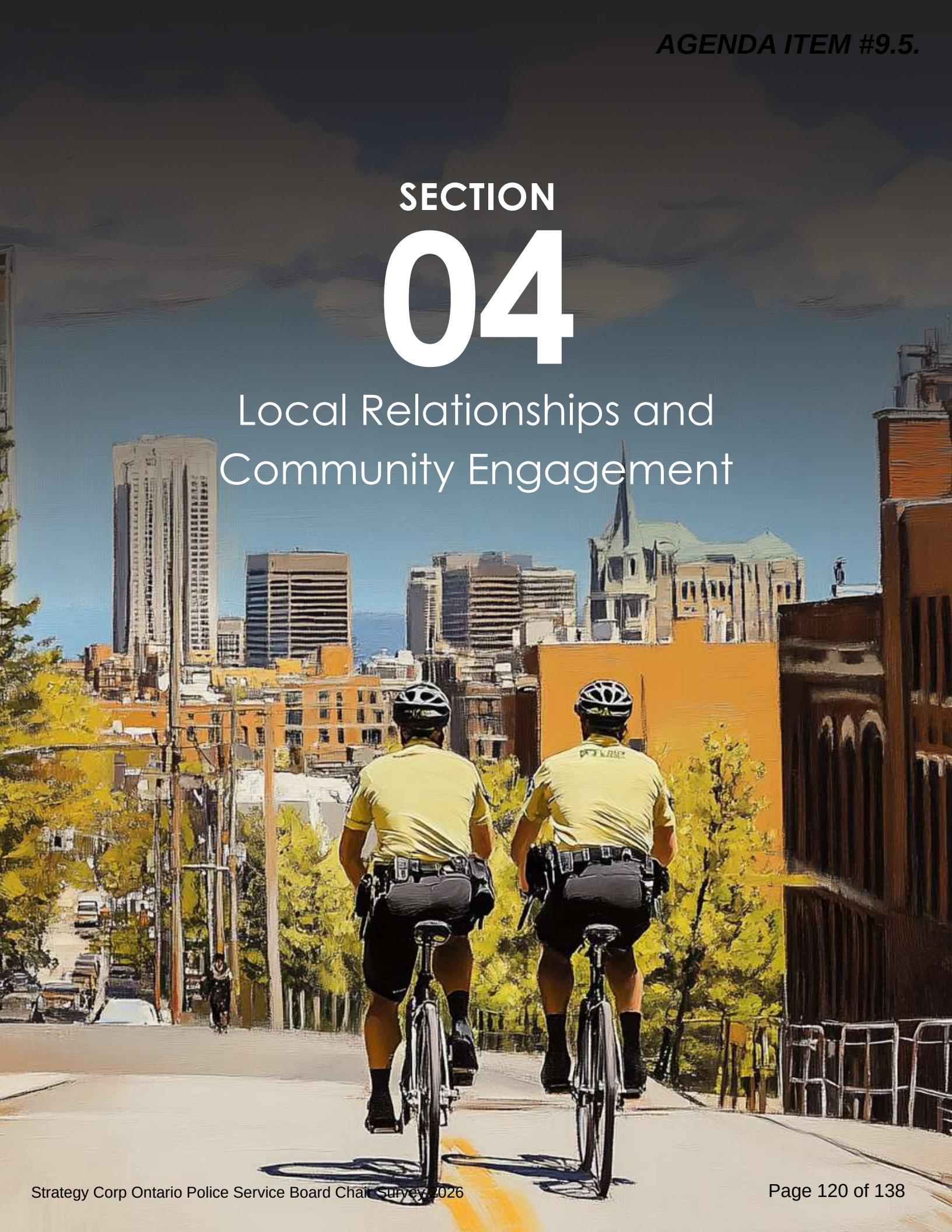
The timing for stronger leadership and governance in police services could not have been better. That is because the challenges they are grappling with are only getting harder. Technological transitions will test the capabilities and ingenuity of our police services. Many services expressed concern at the capital pressures stemming from delayed funding decisions on new or updated police facilities. Finally, with the majority of costs going to collectively bargained human resources the ability to curb costs without impacting services requires creativity. The results may mean the best approach for chairs is to focus on enhancing community impact rather than cost containment.

What we are watching for as 2026 unfolds:

- Police chiefs supporting their boards with detailed policy and financial information.
- Strong strategic planning processes that result in plans that act as day-to-day guides for board decision making.
- Budgeting ideas that help bend the cost curve while protecting services.
- Budget processes that protect the division between service, board, and municipality.
- Technology investment strategies that maximize purchasing and investment decisions.
- A plan to support new facilities across the province.

SECTION 04

Local Relationships and Community Engagement



What We Heard

In the third series of questions, chairs unpacked the relationships and community alignment that help maintain effective governance and policing. Chairs looked at the role municipalities play supporting or challenging a police service. They provided an update on how services are adjusting to the communities they serve. Finally, chairs commented on the way they engage with community safety and well-being plans.

This section speaks to how police service boards listen to the views of the community in order to reflect back community needs in their work overseeing the police service.

4.1 Relationship with Local Municipalities

Similar to our previous report, we heard varying responses to the nature of the relationship between police service board chairs, the police service, and their respective municipality.

There is a partnership: Many chairs noted a collegial relationship with the municipality, specifically at the council level. Board decisions are respected, collaboration on key issues are coordinated, and strong support for budget occurs in some cases.

“Very good relationship with the municipality and in particular with respect to the mayor and councillors”

“I would say it’s very good. The chief works well with our CAO and meets with him regularly, which is definitely helping. So that relationship with the municipality is good.”

“I personally have a wonderful relationship with City Council.”

“The council generally respects the board’s decision and they generally follow the legislation in terms of what they can and can’t do.”

Working together on social issues: On front-line collaboration with homelessness and mental health: “We have good coordination there.”

Councils are supportive of police budgets: Many chairs noted strong support of admittedly difficult budget proposals to council. The election year may be helping more councils be supportive of strong public safety budgets, but there is always a choice between cost increases or tax reductions.

“We just had the biggest budget in the history [of the community] in a time when nobody wants to raise taxes because it’s an election year and we got a 100% vote for us, so it speaks well of our relationship with the council.”

“The mayor is obviously a champion of this budget. He had to be, especially with strong mayor powers and everything now.”

“The councillors are understanding the importance and the rebuilding of the police service ... if you look at the budget votes they’ve slowly increased, if I’m not mistaken, in the last three years. So that’s one indication of more councillors having a little more faith. We’re far away from that defund the police model that we were hearing sounds of a few years ago.”

“Even the naysayers are quiet because they can’t argue with the results that we are showing.”

Chairs are doing the work to earn support:

Chairs take a proactive approach in communicating with council, particularly when it involves the budget. When the chair and chief have the time to identify what issues specific councillors have and develop strong answers, approvals can go more smoothly.

“Usually, we always hold annual information sessions with regional councillors, because at the actual budget meeting, we don’t have enough time to educate and inform why this budget is like this ... And then we also go into the community and speak to what the budget involves and includes.”

“I mean the chief and I try to meet with each local mayor and municipal council as often as possible. And then we also go to their council meetings to provide presentations about policing in their communities ... to hear what communities are thinking and to also get the opportunity to inform the councils.”

Ideological differences or the desire for more control can lead to tensions between council and the board, even when efforts are made to educate and communicate. The upcoming election cycle also plays a role in enhanced budget tensions with some municipalities.

“And while these kind of initiatives are well received, they often, the deliberations are always tension ... They understand we need more policing, and they always demand more policing, but they always hesitate to approve the necessary funding in this year for us too, and it’s not just for us, I think for most police services, with the need for training from the new CSPA, that included extra strain on already stressed budgets and trying to get council to approve.”

“Because sometimes it’s really amazing how the councils or the councillors are not very aware of what policing actually involves. And they become very emotional and vocal about it towards elections. And so we try to engage them throughout the year and just inform them and maybe do bits and pieces of educating councillors.”

The council-board membership overlap:

Some chairs identified the benefit or perceived challenges of having members of council on the police service board.

“It’s excellent because the mayor sits on the board, as does the councillor.”

“I think that’s going to be an area that we need to manage with astuteness and be strategic about. You know the old saying, no man can serve 2 masters.”

“It’s an interesting position to be in. I have to make sure that my hats are on in the proper order and are clearly noted.”

Mayors on boards: Some chairs had strong feelings about the role of a mayor as chair of a board.

“I do not believe a mayor should ever chair a police board, ever.”

“The mayor was previously on the board back in August when he introduced Strong Mayor Powers, he resigned from the board. Probably a good thing because what was happening, he would sit on the board and vote in favour of a budget. And then when the budget went to council, he voted against it. I think there’s a little bit of conflict of interest there.”

"I didn't think it was right that a mayor or head of council chaired the police board. I just, I think that that is something that probably will never make it into the legislation, but I think it should be."

A necessary tension: One chair noted the tension between municipality and board is essential to forcing the types of difficult decisions inherent in public policy oversight.

"I think there's ... purposeful tension here, where you have an elected entity, an elected body, including the mayor that has some mandate on how much tax increases he or she campaigned on public safety issues and you have the police budget, which represents potentially one 10th of the entire budget of the city in one entity. Like it's huge, right? It garners a lot of attention."

Breakdowns in communication can fuel unhelpful debates: Some chairs noted difficulties with the municipality, specifically councillors. Strained relationships and tension typically emerge from the police service budget, community issues, and upcoming elections. Police board chairs are concerned about a knowledge gap that councillors may have, as police operational needs can be complex.

"The relationship with the municipality was extremely terse and primarily the push and pull was financial. The police came forward and said, this is what we need to have adequate and effective policing, and you can pay it or you can pound salt."

"There are certain counsellors that are a little confrontational right now."

"The last couple of council meetings, there's been a lot of 'see how good I am that I kept your taxes down?'"

"A lot of them didn't even understand the acronym CSPA for the longest time."

Different views on how to handle social issues:

Municipalities can advocate for an approach to solve a public safety issue that a chief does not believe is the right approach. A board could also have a different view than the municipality or chief. The homeless encampment issue is a common recent example.

"The City passed a bylaw that prohibited encampments on any city-owned property. We battled with the city about that to say, you're criminalizing poverty if you say they can't sleep anywhere and you're not providing an alternative."



“Historically, police would come and they’d have like 3 slides like, we’re the Police Service. We protect the community. This is the budget ask. And that was it. Like it was like literally three. So city council got suspicious and they said you’re over budget or so there was this great tension. And with the new board, new chief, we approached it very differently. And we said, let’s do a very fulsome explanation of our budget.”

“That has improved our relationship with them, that transparency and openness. There’s still a lot of suspicion. I don’t think they love us.”

“I think we’ve got a good relationship ... there’s ways to improve the relationship with the municipality as well. As an example, this undertaking of the long-term financial plan is a dialogue between the chiefs and the service, the board, and the municipality.”

4.2 Creating a Police Service that is Reflective of the Local Community

Increasing presence: When asked about the police service reflecting the community, chairs shared that steps have been taken, however there is more work to be done to increase representation.

“It’s not perfect, I’m sure we can improve in areas, but we certainly are present.”

“It’s always a work in progress from my perspective that the police service continues to meet and reflect the needs of the community.”

A diverse service: Some police services are consciously progressing toward better reflecting the diversity of the communities they serve.

“they’ve made great strides. I’m really proud of them ... they spend a lot of time going out to diverse groups trying to break down any barriers and trying to encourage [applications].”

“We see the recruitment class when it comes through and the number of languages and backgrounds that the recruitment class is coming from, I think is a positive sign.”

“I can tell you going to every one of the badging ceremonies, the breadth of lived experience when you look at the [new recruits] ... there’s more women, there’s more people of color. It’s looking more like the community we serve.”

Other police services need to catch up.

“We are lacking with regards to female representation and people of colour as well.”

Retention is an issue for diverse hires. Smaller services aim to hire the best candidates, but often they look for roles with larger services closer to their family and home.

“We’ve always, the service has always made an effort to hire diverse [staff and officers], to represent the community, but we often find, and we’ve had it recently in the last six years, where we’ve hired diverse candidates because they were the best candidate, they were the right candidate at the time. But then they leave.”

Getting the framework right: One chair outlined changes their service made to recruitment that is establishing an approach that will generate long-term results. Police recruitment is supported by a myriad of formal and informal processes. Taking a robust look at how officers are hired can result in systemic improvements.

"We did it in a methodical policy-based, well-researched [way] to make sure that it's sustainable and can continue to compound and build upon itself. Because just making willy-nilly appointments here and there and not fixing the general problem doesn't go anywhere. And we are going to make sure that any changes we make are long lasting and can withstand the test of time so that they're not just symbolic, because I believe that doesn't do anything for anyone and doesn't make lasting change when it comes to making sure that the service is representative of the community that it serves. But I also want to be clear, it's going to take time and it's not something that can change overnight, but we made great inroads and I'm really proud at least of where the board can control in terms of the where we hire."

"When you put the proper policies in place and you make sure that you're reaching out and recruiting in the right fashion, you will inevitably get a command team that represents the community."

Some structural changes can enhance the benefits for women or parents.

"I think one of the areas that we need to improve is women in the service. We've done a couple of things [through] collective bargaining; we've increased parental benefits."

Board representation: Even when there is good service diversity, board diversity can be a challenge. When there are only a handful of members, all appointed by different entities, getting the diverse candidates can be challenging. Building trust between community leaders and different community groups may improve board diversity. Some newer immigrants have memories of unaccountable police services from their home countries.

"We have some great people on the police service ... The other problem is with those people in the community that you'd want on the board to provide their perspectives, often don't want to get involved or be seen as the police because where they came from, police were corrupt. So they don't want to be involved because anybody that's close to the police must be corrupt as well."

A proactive chief can make a difference. Police Board Chairs discussed the service interaction with community, demonstrating an overall positive relationship where Chiefs are active.

"He [chief] is very good at the relationships. He's out there more than most politicians are. The guy's weekends are full with community events. He is an ambassador in the community and he is trusted by people."

"We have open houses annually in June. The last one was held at our new facility that we're going to be opening in the next few years. But then all of our units come out so the public can meet the dogs and see people climbing down buildings and see the drones. That has been really well received by the public."

Boots on the ground: Another chair pointed to the front-line as key to maintaining good community relationships.

"The other is certainly the frequency of community police staff on the ground ... we're so blessed in this community ... they can walk on the street still and have the respect and the accord."

Innovative approaches to engagement:

One service has a tradition of offering ride-alongs for international students to help build relationships. While another suggested school-police engagement is a positive, supporting the provincial government's encouragement to bring back school resource officers.

"We for many years have had the ride-along programme for international students, which has been of course very well received by the college and by the university."

"Community engagement. We are active in the schools with the school board and, you know, various community groups. We, I say we do a good job in liaising with those groups and being involved."

Officers as public health support: Service integration with community health needs is a constant pressure on officer resources. Officers do not just show up to keep the peace. They are often the first on the scene of a mental health emergency where care, not protection, is the primary need.

"The other thing that is positive is our joint partnership with the local hospital, they are present with people with chronic mental health issues."

"What I sense some of our staff doing, for which I'm very grateful, is keeping an eye on some of those in the community. We've seen it with our unhoused population trying to come as a support, as an understanding, as a link, as a connector to other agencies rather than as a law enforcement officer. I think the increasing awareness of our frontline staff to this ancillary role that they can play and the profound difference they can make in a life is very both heartening and important."

"Very good integration with the Canadian Mental Health Association ... we have social workers that are embedded with police officers. We've got nurse police teams where nurses from the hospital ride along and they respond to low priority mental health calls and divert from hospital."

Use the tools of the CSPA: Diversity plans and strategic plans were both mentioned in efforts to diversify the police service and reflect the local community as well.

"I feel very much a strategic plan is a great way to have obtained input ... it's like your thermometer check. I think that's a very helpful thing."

"The first one would be actually developing a diversity plan and ensuring that there's the ability of people who want to come and speak at the police services board to do so, which hasn't really been a thing in the past. But we're trying to change that."

"With our strategic plan, the whole board endorsed the diversity and inclusion strategy, then we went further in that with the 2026 strategic plan, under the diversity and inclusion [pillar], we went on to talk about reconciliation, diversity and accessibility for [our] policies and leadership having it reflect the diversity and inclusion strategy."

"We have some pretty proactive and active standing committees. We were one of the first services in Ontario to have an anti-racism committee, which actually dates back to the early 2000s."





“Education, policing, fire, hospital, we’re not in a silo. We share what’s going on in the community. And if we work together, we do better for our community.”

4.3 Community Safety and Well-Being Plans

Chairs gave mixed responses on the usage and effectiveness of their municipality’s Community Safety and Well-being (CSWB) Plan. Some chairs view the municipality’s plan favourably.

“Oh, it’s excellent. And I think that would be acknowledged ... externally as well.”

“I am so proud of our community safety and well-being plan.”

The CSWB as a community planning tool: One chair referenced the board seeing more impact from the CSWB plan than the board’s own strategic plan.

“I feel like we touched that more than we touched the strategic plan. I feel like that comes up more in conversation than the strategic plan ... it’s still not a lot ... not like that’s getting discussed every meeting.”

A legislative requirement that doesn’t get results: Some worry about the specificity of their plan and its usefulness.

“You hope that your community wellness plan isn’t so generic that it’s not specific enough to be any good, but in its four pillars, they still seem very relevant.”

“Because we’re really in danger of being just this performative, almost liturgical dance of political correctness that I’m just afraid is not going to work.”

“I think there’s sometimes a lot of spinning of wheels.”

Partnership and Information. A chair from one large service noted that they are seeing the partnerships and data that is driving positive outcomes. If they can continue the momentum, it can be a virtuous circle.

“What stands out about our community safety and well-being plan is the emphasis on the partnerships and then the data-driven decision making ... I would say our community safety and well-being plan is really placing that emphasis on partnerships, data-driven decision making, and better coordination across the agencies within the region for us to better address the complex issues like mental health, homelessness, and gender-based violence. And then I think going forward, we are going to have the continued measurable outcomes so that we continue to carry on with our evidence-based policing.”

No role for boards: Some Chairs indicate that their police boards are not as involved in the process and have been left out of communication with the plan.

“We don’t get much involvement with that. It’s done at the county level. And there’s [only] a couple of surveys being sent out to the general public. I haven’t seen a lot of information, so I really can’t comment on it. I would have thought there would have been more information to the board.”

“I think the health unit took the lead in our community. To me, it just seems like they handle it like it is another thing that had to be done and it sits on the shelf. I don’t think there was great engagement with it.”



“It’s insufficient, if I’m being honest with you. And the development, the police service board and the police service is supposed to be a part of the process all throughout as well as into the implementation, but we weren’t. I think it’s very high level. I would say it’s okay at best. That would be my fair and honest assessment of it.”

Room for improvement: It may not be working well currently in some municipalities, but chairs did seem hopeful for improvements in some cases.

“I’m not sure it’s working as well as it could.”

“I think it’s a little bit bloated with some of the stakeholders around the table that made it kind of unwieldy, but the intent of the CSWB is solid, and I think that we’re better with it than without it.”

“I think it’s falling into the category of being very performative as opposed to very functional and that concerns me.”

Not enough time to prioritize implementation:

With CSWB plans coming into force at the same time as the entire new CSPA, there may have been a missed opportunity for police services to prioritize CSWB planning.

“We were dealing with all the changes with the CSPA to such a degree that I think this has lost some of its impetus for proper execution.”

“Time has come to make sure that it doesn’t fall by the wayside and make sure that we study it and see what’s working, what’s not. Look across the province, see what the best practices are and try to rehone it. I think that’s a good practice with any programme like this.”

StrategyCorp's Perspective

Ontario's police services are changing. Technology and social service needs require a range of skills from front-line officers when they are interacting with the public. Those officers require a board to build the right relationships and create the right policy structures to support safety in Ontario communities. Despite some supportive language in the CSPA, there is little that legislative requirements can do to support strong relationships. They require people understanding and fulfilling their duties faithfully. Municipal councils and staff need to support police board budget processes and understand the differences from other municipal departments. Boards and chiefs need to stay attuned to local political context and create the structures to guide effective community partnerships.

New municipal election candidates can be well served by understanding the role of councillor as it relates to the police service board and police operations. Undoubtedly, they will face constituent questions about public safety that

cannot be ignored. The challenge is sharing information and solving problems while still respecting the important checks and balances in our system of municipal governance.

We heard from Chairs that there have been improvements to foster a police force that is reflective of its community, but there is still progress to be made. There were many notable mentions of positive interactions with the community and recognition of community needs by the police boards. There is room for boards to create processes – through strategic plans, diversity plans, or CSWB plans – that support steady and substantive progress in improving equitable policing in Ontario. This planning is an investment in a community's future. StrategyCorp has recently shared some ways to [improve community safety and well-being planning](#).

What we are watching for as 2026 unfolds:

- Municipal council and police service board training that improves awareness of the role of police governance.
- Continued improvement and recognition of Ontario police services' efforts to diversify their workforce.
- Tiered approaches to engaging with diversity depending on the size and demographics of a service's community.
- More stories being told of police-led efforts that strengthen our communities.
- More results-based updates to CSWB plans.

SECTION 05

What keeps you
up at night?

What We Heard

“I think these are challenging times across the entire province.”

In closing out our interviews, StrategyCorp asked police board chairs, what keeps you up at night?

Many of the responses corresponded with what we heard in our first question on the challenges for the next 5 years. Budget and financial costs, mental health and addictions, wellbeing of officers, implications of the new act, trust and the complexity of policing, stood out among the answers.

Some chairs expressed they were at peace with their role and are confident in the system, leaving them with a reassuring mindset when we asked them what issues kept them up at night.

“Keeping me up at night is a difficult thing to do because anything that might do that, we just talk about it and resolve it and move on. And if we can’t, there is formal processes to deal with that.”

“I have not found this service to be so onerous that the issues keep me up at night ... maybe that’s just a reflection of the positive relationship that exists amongst us all. But I suspect the Chief has a few that keep him possibly meditating and cogitating at night.”

“Nothing. I can’t worry about what I can’t control.”

Worried about the new responsibilities: Others demonstrated more concern about potential future issues.

“I’m really afraid the board’s going to screw up. We’re going to do something that we don’t know what we don’t know. And that worries me.”

It’s the money: Unsurprisingly, budget and finances emerged as one of the biggest issues on chairs’ minds.

“Adequate resources going forward ... that concerns me, whether it’s financially or equipment-wise. I want to make sure that our service has what it needs.”

“If [the province wants] to run it, just run it. But if we have no tools to be able to control the cost of the most expensive department of the city, that’s a problem.”

“I think it’s going to be tough for the [city] in the next little while. And ... now you’re going into a municipal election. We’re not sure what will happen after.”

“The cost versus delivery argument is ever widening. And we will have to address it at some point.”

Chairs also shared ideas that could help address budgeting worries, including centralized bargaining.

“Centralized bargaining would be really useful to standardize some of the expenses, some of the cost, and de-weaponize part of the game.”

... consistent grant funding.

“You’d like to know that dollars come from the federal and the provincial governments. You’d like to know that there’s more consistency and long-term flow of those dollars instead of waiting for this program and applying for that program, that consistency of dollars that you can plan ahead that certainly is a concern.”

... and working together.

"There needs to be a group that sits down and works together, and I think that's happening right now through the [PGO] and the Ministry to look at the cost of policing. I'm the first one to admit that policing costs are huge ... come to the table and let's talk about how to normalize the cost."

Community issues: Mental health and addictions keep the police board chairs up at night.

"The general issue of mental health and addiction cannot be ignored in this conversation. And it's really hard not to bring this up because the calls that our folks are responding to really aren't policing matters. 70% of them are not criminal matters. They're responding to mental health and addiction calls. And it's highly inefficient and highly expensive."

"The continuation of the homeless and drug crisis and when the provinces and the feds are going to step up and recognize this is a medical, mental health issue and not a housing crisis and stop trying to shove it onto the municipalities ... the amount of time that our special constables and our frontline officers spend with the homeless and the drug issues still blows my mind. And I think that our city has done a pretty darn good job, relatively speaking."

"I do think about homeless, mental health, addictions. I've stayed for the 12-hour shifts. I've been out on those calls. So, I see it firsthand, never mind just driving by. The impact that has on service members who deal with it day after day, the same people day after day. That keeps me up and just why that can't be resolved."

"If you're making a drug bust there's a lot of addiction as well in our community, or those drugs wouldn't be here."

Wellness: Chairs are very aware and worried about officer wellbeing.

"I think about my staff and you're always worried that they're going to have ... that burnout piece, that they're able to take care of them, their health and well-being, because our most important asset is our human resources."

"The last thing that really keeps me up at night is our staff. I'm worried about them and I'm worried about the amount of work they have on their shoulders every single day. I'm worried about the burnout. I'm worried about them having the proper support because at the end of the day, they're people. They need work-life balance as well. They work exceptionally hard."

The new Act has created implementation challenges that chairs continue to think about at night.

"I think it's the amount of expectations that have been placed on us by the CSPA. I think that that's definitely a concern."

"If we're going to continue with a board structure in this province, and it's going to have any effect, they need to be better trained. They need to have a full understanding of their liabilities and their responsibilities."



“The boards need leadership. We need somebody or something to lead it because the average board member is quite ill-informed and uneducated in terms of what their job is and what they need to do.”

“So whether it’s Section 220, the helicopters, the lack of support and training, lack of specificity around the implementation of some really excellent policies, these are the things that disturb me as board chair and somebody who has a significant amount of responsibility for the carriage of these.”

Investing in public governance: Adequate resources to undertake a proper governance function is also a concern.

“We’re responsible for so much and yet [have] so little to spend on governance.”

“Governance isn’t a nice to have. It’s a must have. But to do governance effectively, there must be proper resourcing. Otherwise, you’re just on a fool’s errand.”

The relationship with the Province has not made it any easier.

“I think the whole relationship with the province, to be honest with you, and the pace of change, the lack of follow-up and support, and the politics.”

“The last OAPSB Labour Conference, the Solicitor General spoke. And he, for the very first time, any Solicitor General, in my time of going to those things, actually mentioned the stress of budgets on boards. He actually spoke a bit about that. He didn’t make any promises of support, but at least he acknowledged the challenges that we face budget-wise. It’s the first time I’ve ever heard a Minister or Solicitor General speak about that at these things.”

Trust and relationships within the community are critical. Without that, it is difficult to effectively serve and protect the community.

“Maintaining the trust of our communities is something that I think about often, once we lose that, we’re going to find it very difficult to operate within the communities that we serve.”

“We are continuing to navigate times when policing is evolving and decisions about technology are being made and because of things like that, governance has to be proactive to ensure that our board remains disciplined in its oversights and collaborative in its relationships, and then forward thinking and forward-looking in its decision making so that we continue to deliver effective policing and keeping that public trust, because I think public trust is our most valuable asset and protecting it is our important duty.”

The ever-evolving complexity of policing stays in the minds of some police board chairs, particularly the risk of a crisis situation.

“I would say a crisis, some sort of incident that’s beyond anyone’s control ... It happens, right? Just look at what happened with Toronto ... something like that, something that is out of your hands, out of your control, and all of a sudden you’re asked to react.”

Politics can be a problem: Chairs shared the political nature of their job and their opinions of police board governance.

“I’m taken aback at how political this position is.”

“If someone says would you recommend I serve in the police service board? I would say no, do your due diligence, but no, don’t let your ego get involved. Walk away because you have no idea what you’re responsible for. And how many other volunteers on boards are going to be doing that? That scares me.”

“I think one of the issues around why the governance hasn’t been so effective is that the position has been in the past, and perhaps still is, seen as a prestige position ... and I think that having that position or looking at it in that light makes complacency a lot more attractive for people because they don’t necessarily understand what the rules and responsibilities are, and then they don’t want to rock the boat. So they don’t do anything to effect change because they also want their relationships with leadership and the police to be positive as opposed to professional.”

Responsible public sector governance: Moving forward, police boards must be open to change, adopt innovation, and make responsible decisions for their communities.

“We are very open to change. We really believe in transparency. I’m happy to have these conversations. Nobody says we know it all. Nobody, says we get it right all the time. There are best practices everywhere. We want to be very open-minded and progressive and say we want to do better and we need everybody’s help to do better.”

“We are the leaders, but I keep telling people, we can’t sit on our laurels. We have to continue to be the leaders and be innovative and do those things that set us apart.”

“Making decisions as a board and on the board that stand the test of time. The decisions that are ethical, physically responsible and things like that. And that are also responsive to the changing realities of policing. Because for me, I think leadership is about carrying the weight of those decisions that affect both people and communities and taking it seriously. So yeah, the fact that we are carrying the weight of decisions that affect both people and communities keeps me super vigilant.”



Conclusion

Across the 24 interviews of police board chairs, what stood out was a continued desire to strengthen police governance and maintain momentum. The implementation of the CSPA prompted a concerted effort by many chairs to raise the standard of local governance through updating policies, improving relationships, and enhancing processes such as budget approvals.

Chairs invested significant effort that went beyond the scope of regular board governance expectations. It is fair to wonder if that level of effort can be sustained by positions held largely by volunteers. In many cases this additional work led to stronger chair-chief relationships. Chiefs who understand the benefits of effective governance will aim to nurture those deeper relationships. With a municipal election year expected to increase board turnover, maintaining these relationship gains will be important.

Despite the progress towards stronger police governance, questions surrounding the effectiveness of these changes remain unanswered. These new policies will be tested,

leaving small and large services to turn towards the Inspectorate of Policing (IoP) for guidance. Municipalities and the province will continue to struggle with funding pressures, challenging the ability to provide adequate and effective policing. Throughout this period, board chairs will aim to provide leadership and prepare new board members for the work to come.

Board chairs cannot do the work alone. Encouragingly, policing leaders across the province are increasingly recognizing that the sector requires strong partnerships to navigate an increasingly complex public safety environment. This is evident in the joint labour and association conferences that bring together officers, chiefs, and board leaders. Together, these organizations are able to create the conditions for strong provincial leadership on overdue reforms, identifying funding opportunities, and supporting governance best practices through the IoP. 2026 will be an important year in Ontario's work to entrench effective police governance.



For Further Information



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MEMORANDUM TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Service Boards and OPP Detachment
Boards

FROM: Ken Weatherill
Assistant Deputy Minister
Public Safety Division

SUBJECT: **Police Service Board and OPP Detachment Board
Members and Elections**

DATE OF ISSUE:	June 11, 2026
CLASSIFICATION:	General Information
RETENTION:	Indefinite
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All members of a municipal police service board who will be running in the upcoming municipal elections in October 2026 should review [O. Reg. 408/23: Code of Conduct for Police Service Board Members](#).

Likewise, members of an Ontario Provincial Police (OPP) detachment board should review [O. Reg. 409/23: Code of Conduct for O.P.P. Detachment Board Members](#).

The ministry advises that a board member should disclose to the police service board or OPP detachment board their decision to be a candidate in a municipal election as soon as possible. Police service board members appointed by Lieutenant Governor in Council (LGIC) or Minister, as well as OPP detachment board members appointed by the Minister must inform the ministry as soon as possible. Please contact Gita Ramburuth, Appointments Officer, Training Strategy and Development Unit, Public Safety Division at gita.ramburuth@ontario.ca and Minister.SOLGEN@ontario.ca.

Board members who are candidates in the October 2026 municipal election should also consider whether being a candidate creates a conflict of interest as defined in O. Reg. 408/23 and O. Reg. 409/23. "Conflict of interest" is defined as a situation in which the board member's private interests or personal relationships place, or may reasonably be perceived to place, the member in conflict with their duties as a member of the board. If a board member does have a conflict of interest, they must promptly disclose this.

In addition, they must not participate in discussion of or voting with respect to matters at board meetings if they have a conflict of interest in the matter.

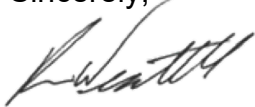
A police service board or OPP detachment board may have its own rules and procedures related to the political activity of its members that should be reviewed. Police service boards and OPP detachment boards may develop rules or procedures pursuant to s. 46 (1) and s. 67 (6) of the [Community Safety and Policing Act, 2019 \(CSPA\)](#).

Should a board member be elected to local office, the board member should consider notifying their police service board or OPP detachment board immediately, to determine next steps. Should a police service board member appointed by LGIC or Minister, or OPP detachment board member appointed by the Minister be elected to local office, the board member must notify the ministry immediately.

Inspector General of Policing (IG), Ryan Teschner, will be issuing an Advisory Bulletin in the coming weeks outlining key statutory obligations for police service board members and OPP detachment board members under the CSPA and its regulations, with a particular focus on board accountability and compliance requirements, as well as other applicable legislation.

Advisory Bulletins constitute the IG's advice pursuant to section 102 (4) of the CSPA and are intended to serve as a resource for the sector by offering the IG's general interpretation of various provisions of the CSPA. This Advisory Bulletin will be distributed by the Office of the Inspector General.

Sincerely,



Ken Weatherill
Assistant Deputy Minister
Public Safety Division

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

Ryan Teschner
Inspector General of Policing