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**AGENCIES,
BOARDS,
COMMITTEES**

Legislative and Regulatory Changes Effective January 1, 2026

January 02, 2026

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

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

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

1. Employment, Recruitment, and Labour-Related Changes

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

1.1 Recruitment and Job Posting Requirements

What has changed

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

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

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

Why this matters for police boards

Police service boards may:

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

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

What boards may wish to do

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

1.2 Labour Mobility and Workforce Access

What has changed

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

Why this matters for police boards

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

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

What boards may wish to do

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

2. Occupational Health and Safety Updates

2.1 Workplace Cleaning and Record-Keeping Requirements

What has changed

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

Why this matters for police boards

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

What boards may wish to do

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

2.2 Automated External Defibrillators (AEDs) on Construction Projects

What has changed

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

Why this matters for police boards

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

What boards may wish to do

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

3. Public Safety and Enforcement Updates

Impaired Driving Enforcement

What has changed

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

Why this matters for police boards

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

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

What boards may wish to do

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

4. Broader Regulatory and Policy Environment

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

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

What boards may wish to do

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

Moving Forward

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

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

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CAO

From: OAPSB Training and Communications Team <communications@oapsb.ca>
Sent: December 23, 2025 3:22 PM
To: CAO
Subject: Fourth Edition Newsletter and a Look Ahead to 2026
Attachments: Quarterly Newsletter Edition 4 2025.pdf

As we close out 2025 and prepare for the year ahead, we are pleased to share the fourth edition of our newsletter.

This issue brings together important updates for municipal boards, OPP detachment boards, and First Nations boards, along with new resources, sector developments, and a closer look at what is coming as we transition to Police Governance Ontario.

Many of you are wrapping up your final meetings of the year, onboarding members, and setting the stage for 2026. This edition is designed to support that work with practical guidance, current insights, and tools that can help boards start the new year with clarity and confidence.

You will find highlights on recent Inspectorate decisions, new Governance Insights, updates on the coming Employment Conference, and information about upcoming transition activities for PGO. Resources including the new Administrator Handbook can all be found on the website. There is also a call for board photos as we prepare the new website, so if you have images to share, we would be happy to include them.

Thank you for everything you have done this year to strengthen governance in your communities. The work you do is not always visible, but it is essential. As we step into 2026, we look forward to supporting you with even more tools, training, and opportunities to connect.

Wishing you a restful holiday season and a strong start to the new year.

With Glee and Jubilation,

the OAPSB Team

This email was sent on behalf of Ontario Association of Police Services Boards located at PO Box 43058, London RPO Highland, ON N6J 0A7. [To unsubscribe click here](#). If you have questions or comments concerning this email contact Ontario Association of Police Services Boards at oapsb@oapsb.ca.

QUARTERLY NEWSLETTER

WWW.OAPSB/NEWS/NEWSLETTER



October – December 2025

Top Features

- Message from Chair
- Message from Executive Director
- Board Information Update
- Message from the IoP
- News from our Partners
- Events & Engagement

Message from the Chair

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

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

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

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

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



Sincerely,

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

Message from the Executive Director

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

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

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

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

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



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

Stronger Oversight: Ideas for Boards

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

Municipal Police Service Boards

Key Governance Priorities for This Quarter

Use Inspectorate Decisions as learning tools

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

Stay grounded during budget approval season

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

Understand the significance of Section 2.20

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

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

Strengthen transparency as community expectations rise

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

Make use of the Governance Insights series

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

OPP Detachment Boards

Moving from Formation to Function

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

For Boards Still Getting Organized

Finalize the essential governance tools

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

Reinforce understanding of the board's role

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

Build visibility across the detachment

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

For Boards Advancing Their Governance Work

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

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

Anchor discussions in Community Safety and Well-Being plans

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

Connect to the local action planning cycle

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

Strengthen documentation and compliance

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

Current Priorities for All Detachment Boards

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

Use available supports

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

First Nations Police Boards

Strengthening Governance Across Different Legal Pathways

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

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

For Boards Operating Under the CSPA

Align oversight with community priorities

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

Strengthen documentation and transparency

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

Coordinate across jurisdictions

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

For Boards Operating Outside the CSPA

Maintain strong governance structures

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

Align community safety priorities with governance work

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

Document processes and decisions

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

Shared Priorities for All First Nations Boards

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

OAPSB Support

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



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

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

These decisions result from two types of investigations:

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

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

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

Call for Photos!

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

Tools and Resources

[Visit the Member Portal](#)

Preparing for the Transition to Police Governance Ontario (PGO)

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

A streamlined website and portal are on the way!

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

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

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

Governance Insights: new content available

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

Stay connected through the mobile app

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

Help keep your board connected

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



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

email communications@oapsb.ca

Events & Engagement

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

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

Why the shift

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

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

What this means for boards

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



Member Discussion Groups

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

DISCUSSION FORMAT

The Ontario Association of Police Services Board (OAPS) invites you to join our in-person discussion groups for meaningful conversations with fellow community members, experts, and stakeholders. Share challenges, discuss ideas, and exchange your insights and learn from others' experiences.

Discussion Groups

Stay informed is another significant benefit of joining our discussion groups. You'll be up-to-date with the latest developments, trends, and challenges in policing, gaining access to exclusive resources and publications that can help you make informed decisions.

Best Practice Sharing

Share and learn from your peers. Ask questions that are top of mind for your board.

EVERY 3RD WEEK
Monthly
12:00PM

TUESDAYS
Admin & Municipal Staff

THURSDAYS
Board Members

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



Partner Perspective

30Forward: Advancing Women in Policing

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

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

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



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

A call to action

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

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

BENEFITS

Why Membership Matters More Than Ever

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

Governance protection for your board

Board Indemnification Insurance (Group Program)

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

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

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

Personal benefits for individual members

Medallion Home and Auto Insurance Program

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

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

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

Tools and support you can't get anywhere else

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

A simple reminder

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

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

Connect & Learn More

Final Thoughts

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

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

New Administrator Handbook

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

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

New Social Media Channels Coming Soon

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

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

Quick Actions for Boards Right Now

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

Staying Connected

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

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

EAST NIPISSING PLANNING BOARD

November 24, 2025

Meeting held at Mattawan Municipal Hall 6 pm

Present: Michelle Lahaye, Chairperson

Don Lemaire

Keith Dillabough

Richard Gould

Dean Grant

JoAnne Montreuil, Secretary Treasurer

Absent: Jason Belanger

Public in attendance: Paul Goodridge

Delegations:

Disclosure of pecuniary interest and the general nature thereof

The meeting was called to order at 6 pm by Chairperson Michelle Lahaye

The Land Acknowledgement was read by Chairperson Michelle Lahaye

Motion 2025-071

Moved by Dean Grant, Seconded by Richard Gould, that the agenda for the November 24, 2025 meeting be approved as circulated.

Carried.

Motion 2025-072

Moved by Don Lemaire, Seconded by Keith Dillabough that the Minutes of the meeting of October 27, 2025 be approved as circulated.

Carried.

Motion 2025-073

Moved by Don Lemaire, Seconded by Dean Grant that File 2025-09 Lavigne be deferred until the next meeting.

Carried.

Motion 2025-074

Moved by Dean Grant, Seconded by Richard Gould that File 2025-10 Gravelle be accepted and circulated for comments.

Carried.

Motion 2025-075

Moved by Richard Gould, Seconded by Keith Dillabough that File 2025-11 Brooker be accepted and circulated for comments.

Carried.

Motion 2025-076

Moved by Keith Dillabough, Seconded by Don Lemaire that File 2025-12 Bellaire be accepted and circulated for comments.

Carried.

Motion 2025-077

Moved by Richard Gould, Seconded by Don Lemaire that the attached expenses for the month of November be accepted as paid.

Carried.

Motion 2025-078

Moved by Don Lemaire, Seconded by Richard Gould that the November 24, 2025 meeting be adjourned at 7:18 pm. Date of next meeting will be December 18, 2025 at 6 pm.

Carried.

From: OAPSB Training and Communications Team <communications@oapsb.ca>
Sent: December 5, 2025 12:23 PM
To: CAO
Subject: New Governance Tools Now Available for Boards and Administrators

10.9
Hello Everyone and Happy December!

We are pleased to share several new resources that support consistent, confident police governance across Ontario. Each tool is designed to make your work clearer and easier as we prepare for the transition to Police Governance Ontario.

Below are five updates with direct links and short explanations of why these tools matter for your board.

Governance Insights Series **Helping Boards Build Shared Understanding**

Our new Governance Insights series is live. These short, practical articles highlight core governance questions every board should be asking, especially during budgeting and planning cycles.

Boards have told us they want clear explanations of what to look for, why certain questions matter, and how to apply governance principles in real time. This series answers that need and supports stronger, more informed discussions at the board table.

Read the latest posts here: <https://oapsb.ca/governance-insights/>

Annual Board Activity Cycle **A Simple Structure for OPP Detachment Boards**

OPP detachment boards now have a clear annual activity cycle that outlines what to focus on each quarter. This tool helps boards stay organized, align their work with detachment reporting, and prepare for effective local action planning.

The activity cycle strengthens good governance by helping boards understand when to ask key questions, how to interpret trends, and how to use those insights to support community safety outcomes and moves boards from organizing themselves to the actual work of Governance.

You can access this new guide in the member's portal, under Education and Training and then in the Resource Library. As you scroll down you will see the repository of everything we have for OPP Detachment Boards. You will need to be signed into the member's portal in order for this link to work:

Chief and Deputy Chief Salary Analysis New Benchmarking Resource for Boards

We have added a new salary analysis for Chiefs and Deputy Chiefs based on publicly available information from Ontario police services.

Boards consistently ask for reliable, comparable data that supports informed decisions during contract renewals or recruitment. This resource brings the available information together in one place, providing a clear picture of salary ranges, regional variations, and role expectations.

This tool helps boards approach compensation conversations with confidence and transparency.

You can access this information in the member's portal, under Education and Training and then in the Resource Library. As you scroll down you will see the repository of everything we have for Municipal Boards. You will need to be signed into the member's portal in order for these links to work:

<https://oapsb.ca/wp-content/uploads/2025/10/OAPSB-Deputy-Chief-Salary-Research-Summary.docx>

<https://oapsb.ca/wp-content/uploads/2025/11/OAPSB-Chief-Salary-Research-Summary.docx>

Municipal Police Chief Performance Management Guide CSPA Aligned and Ready for Board Use

Municipal police services boards now have access to a new performance management guide for Chiefs of Police that aligns with the expectations of the Community Safety and Policing Act.

Boards have requested clearer guidance on how to structure evaluations, what indicators to consider, and how to connect performance expectations to operational responsibilities and community outcomes. This guide provides that foundation. It supports a transparent, consistent process that is defensible, practical, and aligned with provincial requirements.

Boards can begin using the guide immediately. It will also be part of the new PGO resource library.

You can access this information in the member's portal, under Education and Training and then in the Resource Library. As you scroll down you will see the repository of everything we have for Municipal Boards. You will need to be signed into the member's portal in order for this links to work:

<https://oapsb.ca/wp-content/uploads/2025/12/Municipal-Police-Chief-Performance-Management-Guide-Draft.docx>

Administrator Handbook Update

Clear Guidance and Tools for Board Operations

Finally! Administrators now have an updated handbook that reflects recent feedback and refinements. This version simplifies workflows, clarifies expectations, and provides practical templates that support consistent board operations and in keeping with the expanded expectations of the Community Safety and Policing Act.

Good governance relies on strong administrative foundations. This handbook strengthens day to day processes so boards can focus on their strategic and oversight responsibilities with confidence.

The handbook will be included in the new PGO members portal.

You can access this information in the member's portal, under Education and Training and then in the Resource Library. At the top of the repository you will see information that is common for all boards. You will need to be signed into the member's portal in order for this links to work:

<https://oapsb.ca/wp-content/uploads/2025/12/A-Guide-for-Police-Governance-Board-Administrators.pdf>

(NOT Printed - 62 pages)

More tools and resources will continue to roll out as we move toward PGO. We encourage board members and administrators to explore these updates and integrate them into their regular work. These resources support a more consistent, transparent, and informed governance community across Ontario.

If you have questions or would like support implementing any of these tools, please connect with us anytime! Coming soon, the last quarterly newsletter of the year!

Stay warm and safe and thank you for your ongoing commitment to public safety and the tireless work of Police Governance in Ontario!

This email was sent on behalf of Ontario Association of Police Services Boards located at PO Box 43058, London RPO Highland, ON N6J 0A7. [To unsubscribe click here](#). If you have questions or comments concerning this email contact Ontario Association of Police Services Boards at oapsb@oapsb.ca.

Governance Insights

[Home](#) / Governance Insights

Governance Insights offers practical, plain-language guidance on issues that matter to police service boards. Each post highlights a specific topic, breaks down the key considerations, and offers questions or tools boards can use in their own work. New insights are added regularly, so check back often and use these resources to strengthen your board's understanding, confidence, and decision-making.

2025

[Governance Insights: Understanding Demand Beyond Crime Series](#)
[Governance Insights: Understanding Demand Beyond Crime Series](#)
[Governance Insights: Understanding Demand Beyond Crime Series](#)
[Governance Insights: Understanding Demand Beyond Crime Series:](#)
[Governance Insights: Understanding Demand Beyond Crime Series](#)
[Governance Insights: Beyond Policy – Understanding Culture in Policing Governance Series](#)
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[Delegated Police Authority and Civilian Oversight for Special Constable Programs](#)
[Governance Essentials: Turning Critical Thinking Into Better Governance Questions](#)
[Transparency, Compliance and Real Impact in Police Governance](#)
[Governance Essentials – Making Sense of OPP Data & Reporting](#)
[Turning Data Into Decisions: Why Evidence-Based Policing Matters for Every Board](#)
[Getting Governance Right: from Mandate to Momentum Series "Learn More"](#)
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[Building Better Boards – Budgeting for Governance Series](#)



Detachment Board Annual Governance Cycle & Workplan Framework For 2026

1.0 COVER SHEET

Purpose

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

Intended Use

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

Key Pillars

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

Connection to PGO Resources

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

Disclaimer

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

2.0 USER GUIDE

2.1 How to Use This Framework

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

2.2 Meeting Cadence

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

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

2.3 Succession, Orientation & Continuity

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

Boards should:

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

2.4 Using This Framework with Other PGO Resources

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

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

3.0 ANNUAL GOVERNANCE CYCLE TABLE

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

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

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

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

Additional Resources

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

Optional Use Column for Boards Meeting Quarterly

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

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

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

4.0 APPENDICES

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

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

Appendix A – Glossary of Key Terms

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

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

Appendix B – Sample Annual Workplan

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

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

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

Appendix C – Administrator Checklist

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

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

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

Appendix D – Transition & Orientation Checklist

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

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

Appendix E – Board Self-Assessment Prompts

(Optional tool that can be used as part of the boards annual review report, as part of the Q1 recap of the previous year and work to establish priorities for the coming year / term)

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

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

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

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

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

Prepared October 2025

Overview

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

Note

2024 Sunshine List data reflect 2023 earnings.

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

Deputy Chief Salaries – Grouped by Service Size

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

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

Current or Recent Deputy Chief Postings (2024)

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

Summary Observations

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

Sources

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

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

Overview

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

Note

2024 Sunshine List data reflect 2023 earnings.

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

Chief of Police Salaries - Grouped by Service Size

Large Urban or High Budget Services

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

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

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

Smaller or Local Municipal Services

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

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

Current or Recent Chief of Police Postings (2024)

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

Summary Observations

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

Sources

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

Community Engagement IS Governance Series

September 22, 2025



Post 5: What Boards Don't Know About Public Feedback And Why It Matters

Police Governance Boards in Ontario often believe they're doing enough. They hold a meeting. They post a notice. They listen politely. But meaningful engagement isn't about checking boxes. It's about challenging assumptions.

Most boards don't operate beyond the obvious activities in the public consultation process. And that's the problem.

Research from oversight bodies, governance institutes, and police reform studies shows that public trust is built not through process, but through presence. Boards must go beyond the legislation and ask: What does our community actually need from us?

What boards should consider during public feedback:

- Are we asking the right questions or just inviting open mic night?
- Are we hearing from diverse voices or just the loudest ones?
- Are we validating feedback or quietly filing it away?
- Are we reporting back or leaving the public in the dark?
- Are we shaping priorities or deferring everything as "operational" and out of our control?
- Are we building trust or just surviving the meeting?

Some ideas on how boards can do better:

- Include guiding questions in public notices to focus discussion and prepare the public
- Include community partners in sharing your notices. Consider going beyond the notice on the municipal or board website and the local paper
- Use facilitators or moderators to manage tone and ensure equity of voice
- Publish clear summaries of what was heard and how the information will be used; for strategic planning, for local action plans, for guidance to Police Services or for follow-up
- Create feedback loops that extend beyond one-time sessions
- Train board members in critical conversation techniques, emotional intelligence and strategic listening
- Ensure Board members are prepared with information on recent decisions on strategy, budget and crisis management which almost always come up
- Reflect on what feedback reveals about community values, not just service gaps

Boards are not just oversight bodies. They are trust-builders, priority-setters, and community connectors.

This series was built to help boards lead with courage, clarity, and connection. Because governance isn't just about what you're required to do. It's about what your community needs you to become.

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Designed & Developed by [RincoActive](#)

"Samuel de Champlain Provincial Park will remain closed to the public, as restoration work continues through the winter months. Ontario Parks looks forward to welcoming visitors back when it is safe to do so. A phased reopening is being considered with an anticipated implementation of Spring 2026. The Canadian Ecology Centre will work with the Park towards a reopening." *(Approved in concert with the Park.) [Piles of logs became chip piles and now these piles - about 20 trucks per day - are being removed from the landscape. The problem remains there is no place to go with program participants, trails and access points remain to be mitigated.]*

10.6

RECEIVED by Email January 06, 2026

ABC Cassellholme Report.

Cassellholme EXIT Strategy Including the CastleArms meeting with all 9 mayors, for the ABCs

At the previous Castle Arms meeting of the nine mayors we had the disappointing situation with the OPP and North Bay Police in attendance. I gave a verbal report and written statement about this meeting at our last council meeting in December, which was then reported in the press.

Another meeting was held in the East Ferris council chambers on Monday January 12, and representing the municipality, I attended stating once again that Calvin Township has passed a resolution regarding our participation being limited to arbitration between the two boards at their expense. Any further steps would have to be brought before council. If any requests have been made, these will have to be brought before council in late January as it would be too late to have them on the January 13th agenda.

Mayor Gould.

*RICHARD GOULD
MAYOR, CALVIN TOWNSHIP
Cell 705 623 1103*

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THE CORPORATION OF THE MUNICIPALITY OF CALVIN

BYLAW NUMBER 2026-07

BEING A BYLAW TO CONFIRM THE PROCEEDINGS OF COUNCIL

Legal Authority

Scope of Powers

Section 8(1) of the *Municipal Act*, 2001, S.O. 2001, c.25, ("*Municipal Act*") as amended, provides that the powers of a municipality shall be interpreted broadly so as to confer broad authority on municipalities to enable them to govern their affairs as they consider appropriate, and to enhance their ability to respond to municipal issues.

Powers of a Natural Person

Section 9 of the *Municipal Act* provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act.

Powers Exercised by Council

Section 5 (1) of the *Municipal Act* provides that the powers of a municipality shall be exercised by its Council

Powers Exercised by By-law

Section 5(3) of the *Municipal Act* provides that a municipal power, including a municipality's capacity, rights, powers and privileges under section 9, shall be exercised by bylaw unless the municipality is specifically authorized to do otherwise.

Preamble

Council for the Corporation of the Municipality of Calvin ("Council") acknowledges that many of the decisions it makes during a meeting of Council, regular, special, or otherwise, are done by resolution. Section 5 (3) requires that Council exercise their powers by Bylaw.

Council further acknowledges that the passing of resolutions are more expedient than adopting Bylaws for each decision.

Decision

Council of the Corporation of the Municipality of Calvin decides it in the best interest of the Corporation to confirm its decisions by way of Confirmatory Bylaw.

Direction

NOW THEREFORE the Council of the Corporation of the Municipality of Calvin directs as follows:

1. The Confirmatory Period of this By-Law shall be for the Regular Council meeting of January 13, 2026 excluding Closed Meeting Agendas and Closed Meeting Minutes.
2. All By-Laws passed by the Council of the Corporation of the Municipality of Calvin during the period mentioned in Section 1 are hereby ratified and confirmed.
3. All resolutions passed by the Council of the Corporation of the Municipality of Calvin during the period mentioned in Section 1 are hereby ratified and confirmed.
4. All other proceedings, decisions, and directives of the Council of the Corporation of the Municipality of Calvin during the period mentioned in Section 1 are hereby ratified and confirmed.
5. This Bylaw takes effect on the day of its final passing.

Read and adopted by Resolution 2026- this 13th Day of January 2026.

MAYOR

CAO