



# 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, March 25, 2026

1:00 PM

County Council Chambers

[https://youtube.com/live/9Z6fEYO\\_44c?feature=share](https://youtube.com/live/9Z6fEYO_44c?feature=share)

Page

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 January 21, 2026 Meeting  
[Haliburton Highlands Ontario Provincial Police Detachment Board - 21 Jan 2026 - Minutes](#)

6. **Delegations/Presentations**

7. **Items of Business**

7.1. Board Elections

7.2. 2026 OAPSB Spring Conference and AGM  
[2026 OAPSB Spring Conference and AGM information](#)

**8. Reports**

8.1. Chair Update

# - #

8.2. Detachment Commander Update  
[2026 03 25 - Detachment Board Report](#)  
[2026 03 25 - Media Releases Haliburton Highlands OPP](#)

8.3. Local Action Plan Progress Report

**9. Communication and Correspondence**

# - #

9.1. Inspectorate of Policing  
[OAPSB Email - Sector Developments and Independent Oversight Review](#)  
[OAPSB-OACP-IG-Statement-Feb-26](#)

# - #

9.2. OAPSB Updates  
[Election-Year-Board-Transition-Continuity-Guide-2026](#)  
[Board-Website-Transparency-Guide](#)  
[Closed-Meetings-Sect-44-Guide-for-Boards](#)  
[MOU-Admin-Support-Template](#)  
[Municipal-PSB-Annual-Governance-Workcycle](#)  
[NEW-BOARD-MEMBER-ORIENTATION-CHECKLIST-2026](#)  
[A-Guide-for-Police-Governance-Board-Administrators](#)

**10. Closed Session**

**11. Notice of Upcoming Business**

**12. Date of Next Meeting**

**13. Adjournment**

# **Haliburton Highlands Ontario Provincial Police Detachment Board Minutes**

Wednesday, January 21, 2026

1:00 PM

County Council Chambers

The Haliburton Highlands Ontario Provincial Police Detachment Board convened a meeting on Wednesday, January 21, 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  
Staff Sgt. Deb McClure, HHOPP Detachment Commander  
Alicia Payne, Administrative Clerk

**1. Call to Order**

**2. Land Acknowledgement**

2.1. Sue Tiffin, Director of Community Outreach, provided a land acknowledgement.

**3. Disclosure of Pecuniary Interest**

3.1. None declared.

**4. Adoption of Agenda**

**Motion # 01-2026**

Moved by: Andrew Hodgson

Seconded by: Councillor Bob Carter

Be it resolved that the agenda for the January 21, 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 November 26, 2025 Meeting

**Motion # 02-2026**

Moved by: Councillor Bob Carter

Seconded by: Deputy Warden Liz Danielsen

Be it resolved that the minutes from the November 26, 2025 meeting of the Haliburton Highlands OPP Detachment Board be hereby approved.

**Carried**

**6. Delegations/Presentations**

6.1. No delegations/presentations for this meeting.

Board members were asked to bring forward any requests for specific presentations at future meetings.

**7. Items of Business**

7.1. Detachment Commander Final 2025 Evaluation

Andrew Fletcher provided an overview of the Detachment Commander Final 2025 Evaluation.

**Motion # 03-2026**

Moved by: Andy Chvedukas

Seconded by: Deputy Warden Liz Danielsen

That the Detachment Commander Final 2025 Evaluation be approved.

**Carried**

7.2. 2026 Local Action Plan Goals and Objectives

Andrew Fletcher and Sgt Deb McClure reviewed the 2026 Local Action Plan Goals and Objectives and the key focuses for 2026, providing an overview of the commitments, actions and outcomes for each of the three categories: (1) Crime, (2) Roadways, Waterways, and Trails, and (3) Community Well-Being.

**Motion # 04-2026**

Moved by: Warden Dave Burton

Seconded by: Andy Chvedukas

That the Central Region 1 - Haliburton Highlands Action Plan 2026 to 2029 be approved.

**Carried**

7.3. Annual Billing Statements

Andrew Fletcher shared that the annual billing statements were sent to each of the municipalities in the Fall 2025. The total cost has been capped at 11% and the statement includes both actual billing numbers and the billable amount based on the cap. Andrew Fletcher and Sgt Deb McClure have reached out to the Municipal Policing Bureau with questions and for more information on some of the specific costs and will bring updates to the board at a future meeting.

Members discussed the costs and the need to advocate to the provincial government, including the Solicitor General, for changes to policing cost structures to help municipalities manage impacts once the 11% cap is removed.

#### 7.4. Decisions and Findings Reports, Inspector General of Policing [Media Release - December 17, 2025](#)

### **8. Reports**

#### 8.1. Chair Update

Andrew Fletcher shared the following updates:

- The OAPSB and OECP shared communication around the Province-wide police recruitment campaign, referred to as the *Answer the Call*, to help push recruitment and policing. The campaign has exceeded expectations, with a large number of qualified leads, and has been extended to the end of June 2026.
- Mental Health Crisis Response training – as a result of the legislation changes in 2025, the province has mandated mental health crisis response training, with a focus on de-escalation tools, for all police services across the Province of Ontario.
- OAPSB will provide Governance Insights, including a number of short articles highlighting core governance related questions that are being raised around the province, as well as support documents. They also have virtual information meetings for admin staff and sessions for board members.
- OAPSB is partnering with the OACP and associations across the province on a police employment conference taking place on February 24th-25th in Toronto. Presentations include grievance decisions, arbitrations, collective bargaining, and human rights cases. Any board member(s) interested in attending are to let the Chair know.

#### 8.2. Detachment Commander Update

Sgt Deb McClure provided an overview of the Detachment Board Report and highlights of the Media Releases.

#### **Motion # 05-2026**

Moved by: Andy Chvedukas

Seconded by: Deputy Warden Liz Danielsen

That the reports under Section 8 Chair Update and Detachment Commander Update be received for information.

**Carried**

**9. Communication and Correspondence**

- 9.1. Letter from the Honourable Michael S. Kerzner, Solicitor General
- 9.2. Legislative and Regulatory Changes  
[OAPSB Announcement, January 2, 2026](#)
- 9.3. OAPSB Quarterly Newsletter

**Motion # 06-2026**

Moved by: Councillor Bob Carter  
Seconded by: Andy Chvedukas

That the reports under Section 9 Communication and Correspondence be received for information.

**Carried**

**10. Notice of Upcoming Business**

**11. Date of Next Meeting**

- 11.1. Wednesday, March 25, 2026 at 1 p.m.

**12. Adjournment**

**Motion # 07-2026**

Moved by: Councillor Bob Carter  
Seconded by: Andrew Hodgson

Be it resolved that the January 21, 2026 meeting of the Haliburton Highlands Ontario Provincial Police Detachment Board now adjourn at 2:34 p.m.

**Carried**

Certified Correct

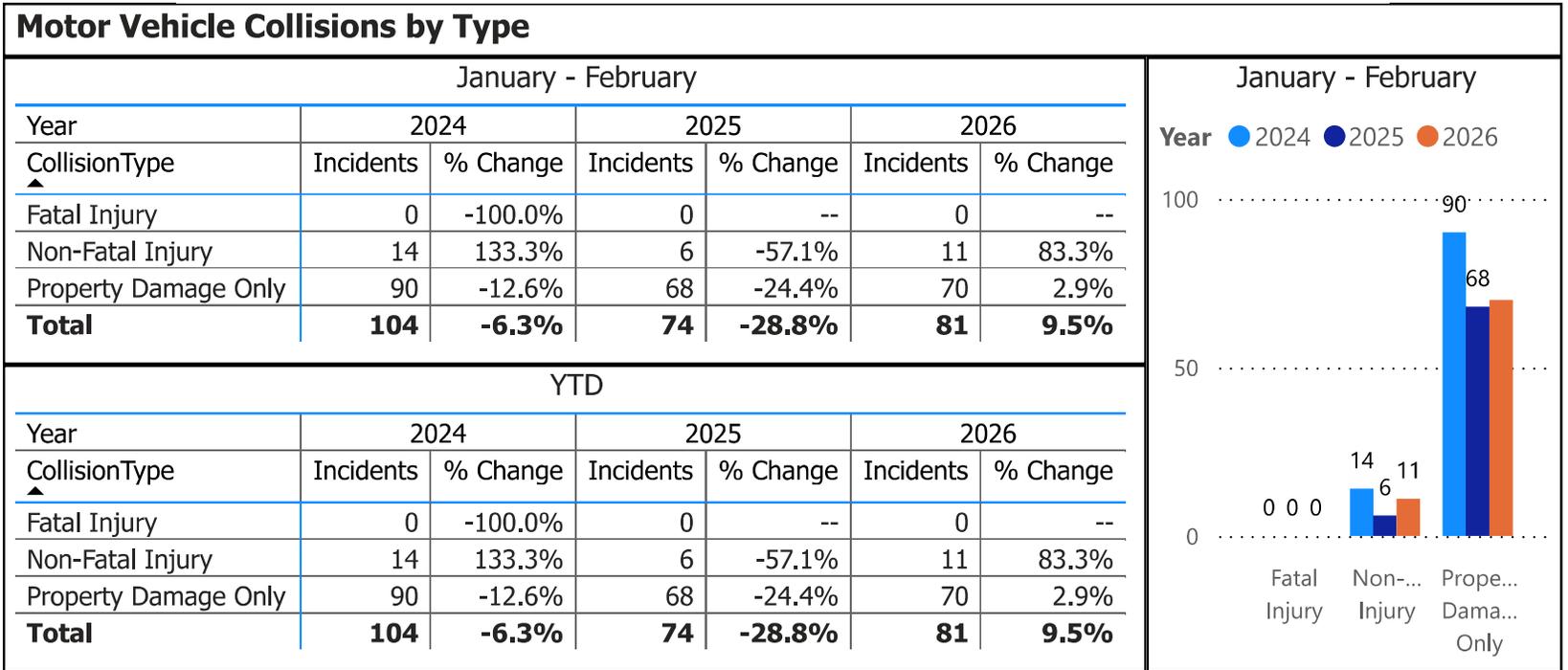
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Chair

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Recording Secretary

## OPP Detachment Board Report Collision Reporting System January - February 2026



**OPP Detachment Board Report  
Collision Reporting System  
January - February 2026**

Fatalities in Detachment Area - Incidents									
January - February									
Year	Motor Vehicle			Motorized Snow Vehicle			Off-Road Vehicle		
	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change
2024	0	0	--	0	0	-100.0%	0	0	-100.0%
2025	0	0	--	0	0	--	0	0	--
2026	0	0	--	0	0	--	0	0	--

YTD									
Year	Motor Vehicle			Motorized Snow Vehicle			Off-Road Vehicle		
	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change	Alcohol/Drugs	Incidents	% Change
2024	0	0	--	0	0	-100.0%	0	0	-100.0%
2025	0	0	--	0	0	--	0	0	--
2026	0	0	--	0	0	--	0	0	--

Fatalities in Detachment Area - Persons Killed						
January - February						
Year	Motor Vehicle		Motorized Snow Vehicle		Off-Road Vehicle	
	Persons Killed	% Change	Persons Killed	% Change	Persons Killed	% Change
2024	0	--	0	-100.0%	0	-100.0%
2025	0	--	0	--	0	--
2026	0	--	0	--	0	--

YTD						
Year	Motor Vehicle		Motorized Snow Vehicle		Off-Road Vehicle	
	Persons Killed	% Change	Persons Killed	% Change	Persons Killed	% Change
2024	0	--	0	-100.0%	0	-100.0%
2025	0	--	0	--	0	--
2026	0	--	0	--	0	--

Primary Causal Factors in Fatal Motor Vehicle Collisions							
January - February				YTD			
	2024	2025	2026		2024	2025	2026
Speeding	0	0	0	Speeding	0	0	0
Speeding % Change	-100.0%	--	--	Speeding % Change	-100.0%	--	--
Distracted	0	0	0	Distracted	0	0	0
Distracted % Change	--	--	--	Distracted % Change	--	--	--
Alcohol/Drugs	0	0	0	Alcohol/Drugs	0	0	0
Alcohol/Drugs % Change	-100.0%	--	--	Alcohol/Drugs % Change	-100.0%	--	--
Wildlife	0	0	0	Wildlife	0	0	0
Wildlife % Change	--	--	--	Wildlife % Change	--	--	--
NoSeatbelt	0	0	0	NoSeatbeltYTD	0	0	0
NoSeatbelt YoY%	--	--	--	NoSeatbeltYTD YoY%	--	--	--

Data source (Collision Reporting System) date:  
04-Mar-2026

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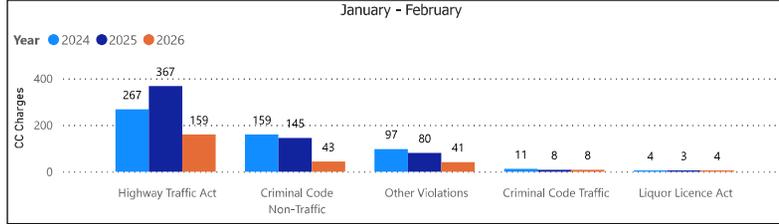
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**OPP Detachment Board Report  
Records Management System  
January - February 2026**

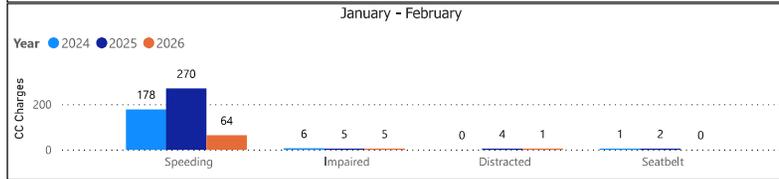
Criminal Code and Provincial Statute Charges Laid						
January - February						
Year	2024		2025		2026	
	Offence Count	% Change	Offence Count	% Change	Offence Count	% Change
Criminal Code Non-Traffic	159	32.5%	145	-8.8%	43	-70.3%
Criminal Code Traffic	11	-26.7%	8	-27.3%	8	0.0%
Highway Traffic Act	267	39.1%	367	37.5%	159	-56.7%
Liquor Licence Act	4	100.0%	3	-25.0%	4	33.3%
Other Violations	97	15.5%	80	-17.5%	41	-48.8%
<b>Total</b>	<b>538</b>	<b>30.3%</b>	<b>603</b>	<b>12.1%</b>	<b>255</b>	<b>-57.7%</b>

YTD						
Year	2024		2025		2026	
	Offence Count	% Change	Offence Count	% Change	Offence Count	% Change
Criminal Code Non-Traffic	159	32.5%	145	-8.8%	43	-70.3%
Criminal Code Traffic	11	-26.7%	8	-27.3%	8	0.0%
Highway Traffic Act	267	39.1%	367	37.5%	159	-56.7%
Liquor Licence Act	4	100.0%	3	-25.0%	4	33.3%
Other Violations	97	15.5%	80	-17.5%	41	-48.8%
<b>Total</b>	<b>538</b>	<b>30.3%</b>	<b>603</b>	<b>12.1%</b>	<b>255</b>	<b>-57.7%</b>



Traffic Related Charges						
January - February						
Year	2024		2025		2026	
	ChargeCategory2	Offence Count	% Change	Offence Count	% Change	Offence Count
Speeding	178	63.3%	270	51.7%	64	-76.3%
Seatbelt	1	0.0%	2	100.0%	0	-100.0%
Impaired	6	-40.0%	5	-16.7%	5	0.0%
Distracted	0	--	4	--	1	-75.0%

YTD						
Year	2024		2025		2026	
	ChargeCategory2	Offence Count	% Change	Offence Count	% Change	Offence Count
Speeding	178	63.3%	270	51.7%	64	-76.3%
Seatbelt	1	0.0%	2	100.0%	0	-100.0%
Impaired	6	-40.0%	5	-16.7%	5	0.0%
Distracted	0	--	4	--	1	-75.0%

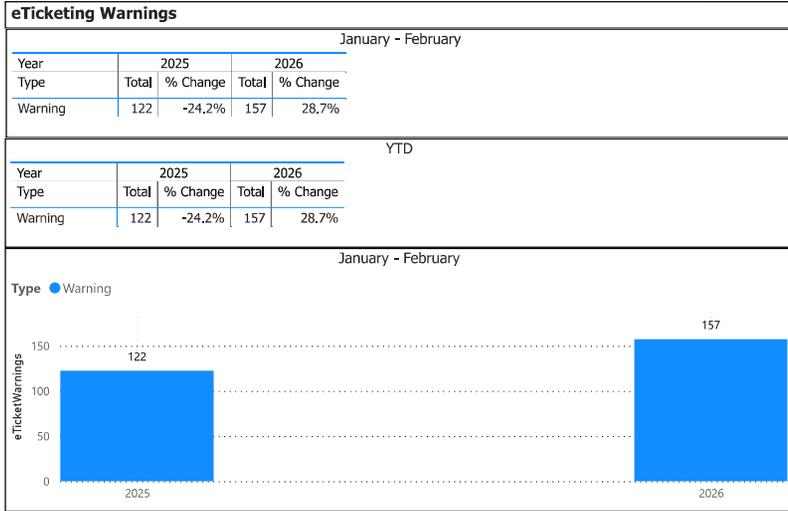


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**OPP Detachment Board Report  
Records Management System  
January - February 2026**



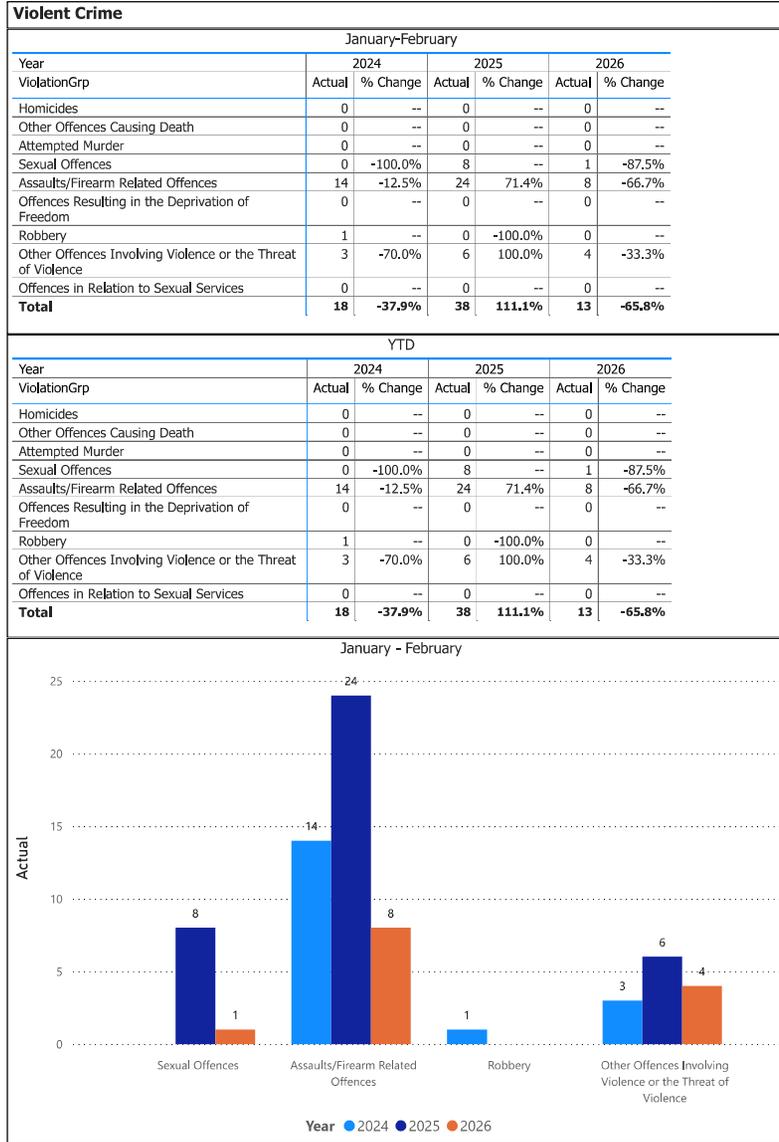
*Note: The eTicketing system was not fully implemented until the end of 2022, therefore data is only available beginning in 2023. % Change in 2023 may appear higher in this report due to the incomplete 2022 data.*

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**OPP Detachment Board Report  
Records Management System  
January - February 2026**



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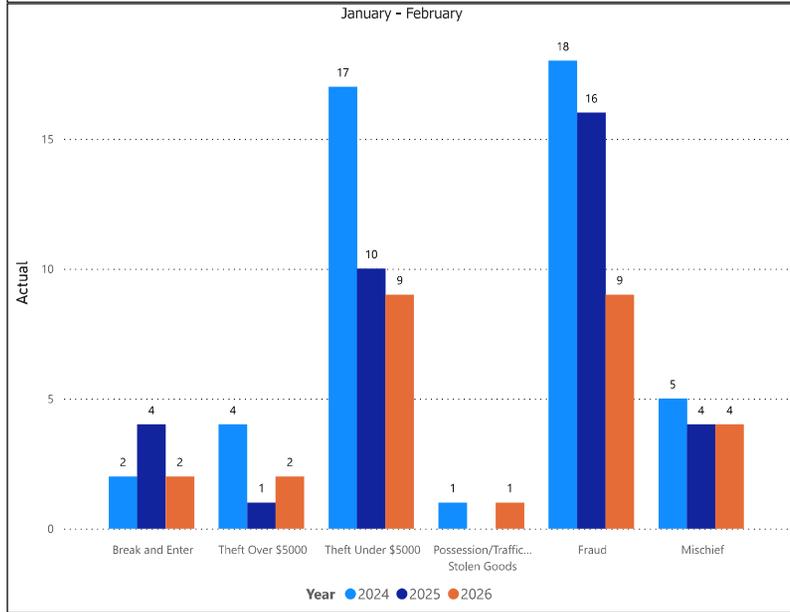
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**OPP Detachment Board Report  
Records Management System  
January - February 2026**

Property Crime									
January - February									
Year	2024		2025		2026				
	ViolationGrp	Actual	% Change	Actual	% Change	Actual	% Change		
Arson	0		--	0		--	0		--
Break and Enter	2		-50.0%	4		100.0%	2		-50.0%
Theft Over \$5000	4		0.0%	1		-75.0%	2		100.0%
Theft Under \$5000	17		13.3%	10		-41.2%	9		-10.0%
Possession/Trafficking Stolen Goods	1		-50.0%	0		-100.0%	1		--
Fraud	18		38.5%	16		-11.1%	9		-43.8%
Mischief	5		25.0%	4		-20.0%	4		0.0%
<b>Total</b>	<b>47</b>		<b>11.9%</b>	<b>35</b>		<b>-25.5%</b>	<b>27</b>		<b>-22.9%</b>

YTD									
Year	2024		2025		2026				
	ViolationGrp	Actual	% Change	Actual	% Change	Actual	% Change		
Arson	0		--	0		--	0		--
Break and Enter	2		-50.0%	4		100.0%	2		-50.0%
Theft Over \$5000	4		0.0%	1		-75.0%	2		100.0%
Theft Under \$5000	17		13.3%	10		-41.2%	9		-10.0%
Possession/Trafficking Stolen Goods	1		-50.0%	0		-100.0%	1		--
Fraud	18		38.5%	16		-11.1%	9		-43.8%
Mischief	5		25.0%	4		-20.0%	4		0.0%
<b>Total</b>	<b>47</b>		<b>11.9%</b>	<b>35</b>		<b>-25.5%</b>	<b>27</b>		<b>-22.9%</b>



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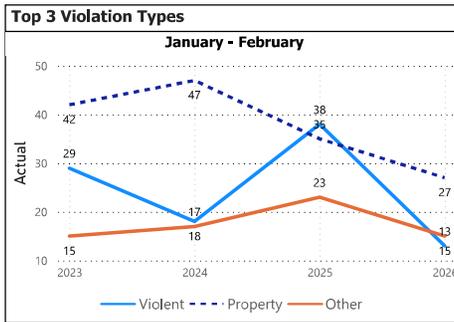
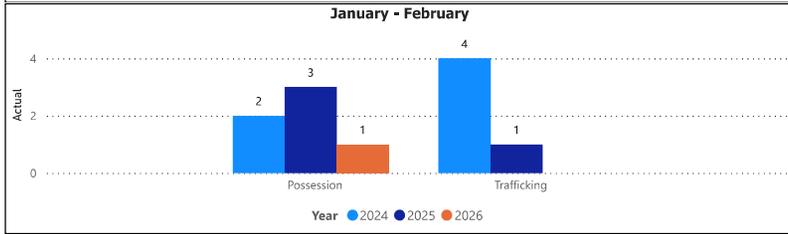
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**OPP Detachment Board Report  
Records Management System  
January - February 2026**

Drug Crime						
January - February						
Year	2024		2025		2026	
	Actual	% Change	Actual	% Change	Actual	% Change
Possession	2	100.0%	3	50.0%	1	-66.7%
Trafficking	4	--	1	-75.0%	0	-100.0%
Importation & Production	0	--	0	--	0	--
Cannabis Possession	0	--	0	--	0	--
Cannabis Distribution	0	--	0	--	0	--
Cannabis Sale	0	--	0	--	0	--
Cannabis Importation & Exportation	0	--	0	--	0	--
Cannabis Production	0	--	0	--	0	--
Other Cannabis Violations	0	--	0	--	0	--
<b>Total</b>	<b>6</b>	<b>500.0%</b>	<b>4</b>	<b>-33.3%</b>	<b>1</b>	<b>-75.0%</b>

YTD						
Year	2024		2025		2026	
	Actual	% Change	Actual	% Change	Actual	% Change
Possession	2	100.0%	3	50.0%	1	-66.7%
Trafficking	4	--	1	-75.0%	0	-100.0%
Importation & Production	0	--	0	--	0	--
Cannabis Possession	0	--	0	--	0	--
Cannabis Distribution	0	--	0	--	0	--
Cannabis Sale	0	--	0	--	0	--
Cannabis Importation & Exportation	0	--	0	--	0	--
Cannabis Production	0	--	0	--	0	--
Other Cannabis Violations	0	--	0	--	0	--
<b>Total</b>	<b>6</b>	<b>500.0%</b>	<b>4</b>	<b>-33.3%</b>	<b>1</b>	<b>-75.0%</b>



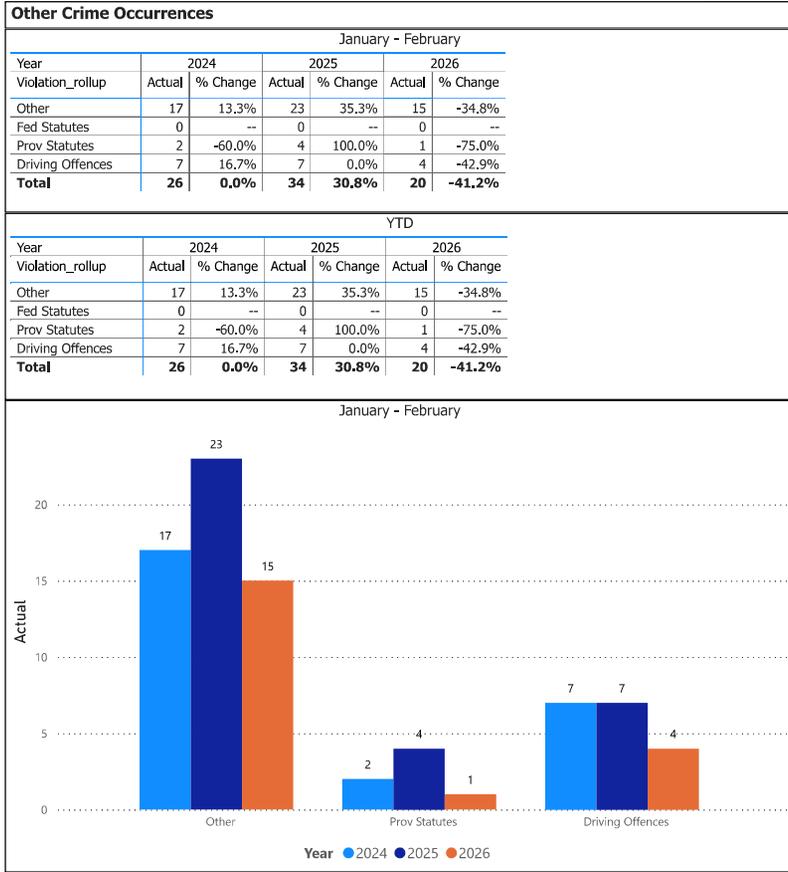
Top 5 Violation Groups					
January - February					
ViolationGrp	2023	2024	2025	2026	Total
Assaults/Firearm Related Offences	16	14	24	8	62
Fraud	13	18	16	9	56
Theft Under \$5000	15	17	10	9	51
Failure to Comply	10	14	14	10	48
Other Offences Involving Violence or the Threat of Violence	10	3	6	4	23

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**OPP Detachment Board Report  
Records Management System  
January - February 2026**



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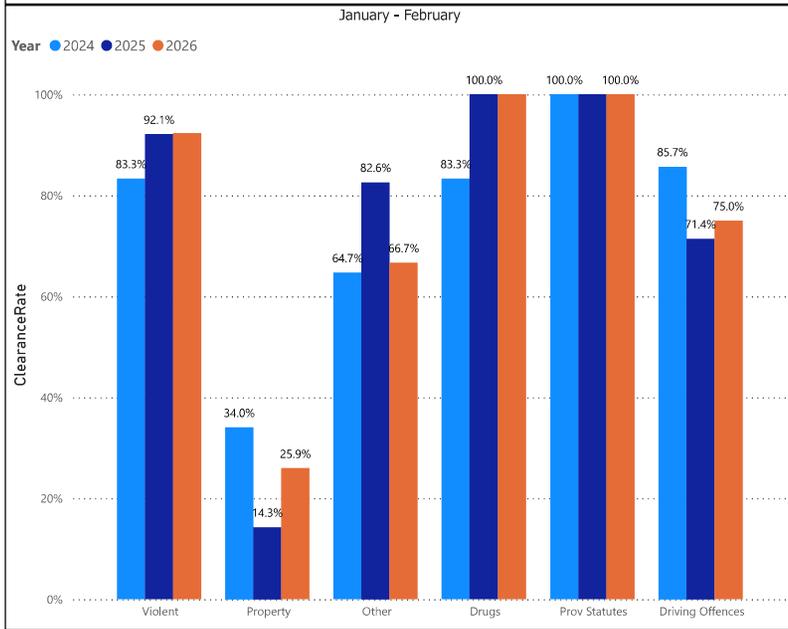
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**OPP Detachment Board Report  
Records Management System  
January - February 2026**

Clearance Rate						
January - February						
Year	2024		2025		2026	
	%	% Change	%	% Change	%	% Change
Violent	83.3%	34.3%	92.1%	10.5%	92.3%	0.2%
Property	34.0%	58.9%	14.3%	-58.0%	25.9%	81.5%
Other	64.7%	7.8%	82.6%	27.7%	66.7%	-19.3%
Drugs	83.3%	-16.7%	100.0%	20.0%	100.0%	0.0%
Fed Statutes						
Prov Statutes	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%
Driving Offences	85.7%	28.6%	71.4%	-16.7%	75.0%	5.0%

YTD						
Year	2024		2025		2026	
	%	% Change	%	% Change	%	% Change
Violation_rollop						
Violent	83.3%	34.3%	92.1%	10.5%	92.3%	0.2%
Property	34.0%	58.9%	14.3%	-58.0%	25.9%	81.5%
Other	64.7%	7.8%	82.6%	27.7%	66.7%	-19.3%
Drugs	83.3%	-16.7%	100.0%	20.0%	100.0%	0.0%
Fed Statutes						
Prov Statutes	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%
Driving Offences	85.7%	28.6%	71.4%	-16.7%	75.0%	5.0%

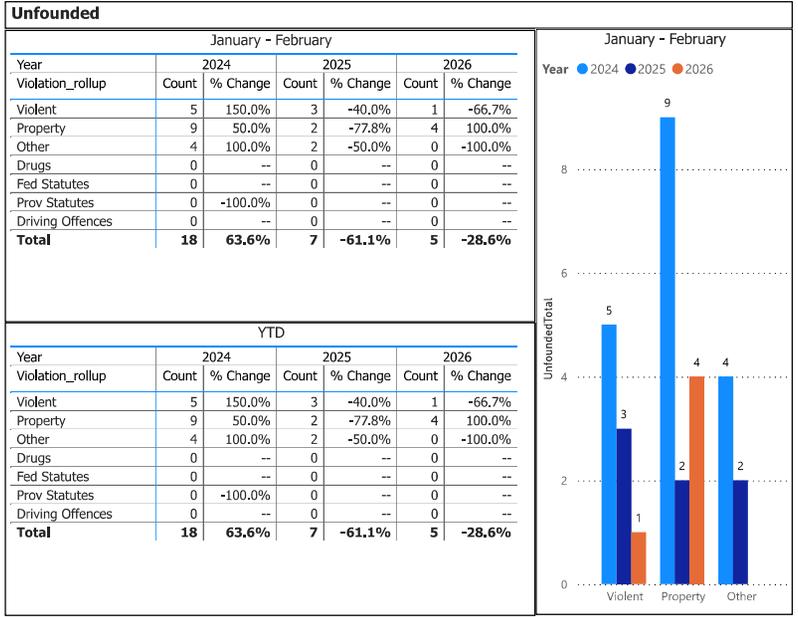


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**OPP Detachment Board Report  
Records Management System  
January - February 2026**

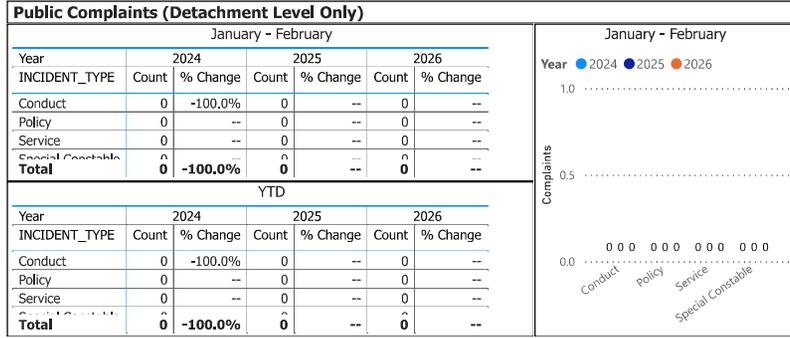


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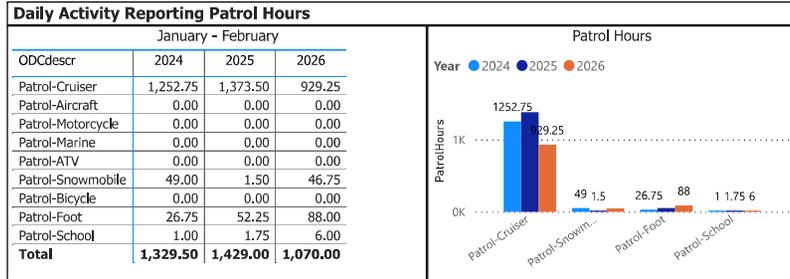
**OPP Detachment Board Report  
Records Management System  
January - February 2026**



Data source: RMS Data Feed  
Ontario Provincial Police, Professional Standards Bureau Commander Reports - File Manager System

Data source date:  
04-Mar-2026

**Daily Activity Reporting**



Data source (Daily Activity Reporting System) date:  
04-Mar-2026

Detachment: 1E - HALIBURTON HIGHLANDS  
Location code(s): 1E00 - HALIBURTON HIGHLANDS

Data source date:  
04-Mar-2026

Report Generated on:  
04-Mar-2026 2:01:37 PM

**OPP Detachment Board Report  
Records Management System  
January - February 2026**

Youth Charges by Disposition Type			
January - February			
Disposition_Type	2024	2025	2026
Bail	0	0	0
Conference	0	0	0
Conviction	0	1	0
Diversion	6	5	1
NonConviction	0	2	0
NotAccepted	0	0	0
<b>Total</b>	<b>6</b>	<b>8</b>	<b>1</b>

YTD			
Disposition_Type	2024	2025	2026
Bail	0	0	0
Conference	0	0	0
Conviction	0	1	0
Diversion	6	5	1
NonConviction	0	2	0
NotAccepted	0	0	0
<b>Total</b>	<b>6</b>	<b>8</b>	<b>1</b>

Youth Charges by Disposition and Occurrence Type					
January - February					
Year	2026				Total
OccType	Conviction	Diversion	NonConviction	NotAccepted	
Threats	0	1	0	0	<b>1</b>
<b>Total</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>

YTD					
Year	2026				Total
OccType	Conviction	Diversion	NonConviction	NotAccepted	
Threats	0	1	0	0	<b>1</b>
<b>Total</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>

*The tables and chart on this page present summarized youth charges by disposition and occurrence type that have been recorded in the OPP Niche RMS application. Of note... the Niche data sourced for this report page only lists youth charges that have had a disposition type entered against them. Therefore, please be aware that the counts of youth charges entries on this report page are under stating the potential sum of youth charges that are in OPP Niche RMS.*

**Detachment:** 1E - HALIBURTON HIGHLANDS  
**Location code(s):** 1E00 - HALIBURTON HIGHLANDS

**Areal(s):** ALL  
**Data source date:**  
 04-Mar-2026

**Report Generated on:**  
 04-Mar-2026 2:36:21 PM

**OPP Detachment Board Report  
Records Management System  
January - February 2026**

Mental Health Act Occurrences		
January - February		
Year	Occurrences	Unfounded
2024	23	0
2025	33	0
2026	37	1

YTD		
Year	Occurrences	Unfounded
2024	23	0
2025	33	0
2026	37	1

Mental Health Act Occurrences by Occurrence Type		
January - February		
Year	2026	
	Occurrences	Unfounded
OccurrenceType		
▲	4	0
Ambulance Assistance	4	0
Assault	1	0
Attempt or threat of suicide	2	0
Intimate Partner Violence	2	0
Mental health act	22	1
Missing person located	1	0
Threats	1	0
<b>Total</b>	<b>37</b>	<b>1</b>

Detachment: 1E - HALIBURTON HIGHLANDS  
Location code(s): 1E00 - HALIBURTON HIGHLANDS

Areas: ALL  
Data source date:  
04-Mar-2026

Report Generated on:  
04-Mar-2026 2:01:37 PM

**OPP Detachment Board Report  
Records Management System  
January - February 2026**

Overdose Occurrences			
January - February			YTD
Fatal	2024	2025	2026
<input checked="" type="checkbox"/> <b>Fatal</b>	<b>1</b>	<b>0</b>	<b>0</b>
non-opioid overdose	1	0	0
opioid overdose	0	0	0
<input checked="" type="checkbox"/> <b>non-Fatal</b>	<b>1</b>	<b>0</b>	<b>0</b>
non-opioid overdose	1	0	0
opioid overdose	0	0	0
<b>Total</b>	<b>2</b>	<b>0</b>	<b>0</b>

Fatal Overdose Occurrences				Non-Fatal Overdose Occurrences			
January - February			YTD	January - February			YTD
Fatal	2024	2025	2026	Fatal	2024	2025	2026
<input checked="" type="checkbox"/> <b>Fatal</b>	<b>1</b>	<b>0</b>	<b>0</b>	<input checked="" type="checkbox"/> <b>Fatal</b>	<b>1</b>	<b>0</b>	<b>0</b>
non-opioid overdose	1	0	0	non-opioid overdose	1	0	0
opioid overdose	0	0	0	opioid overdose	0	0	0
<input checked="" type="checkbox"/> <b>non-Fatal</b>	<b>1</b>	<b>0</b>	<b>0</b>	<input checked="" type="checkbox"/> <b>non-Fatal</b>	<b>1</b>	<b>0</b>	<b>0</b>
non-opioid overdose	1	0	0	non-opioid overdose	1	0	0
opioid overdose	0	0	0	opioid overdose	0	0	0
<b>Total</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>Total</b>	<b>2</b>	<b>0</b>	<b>0</b>

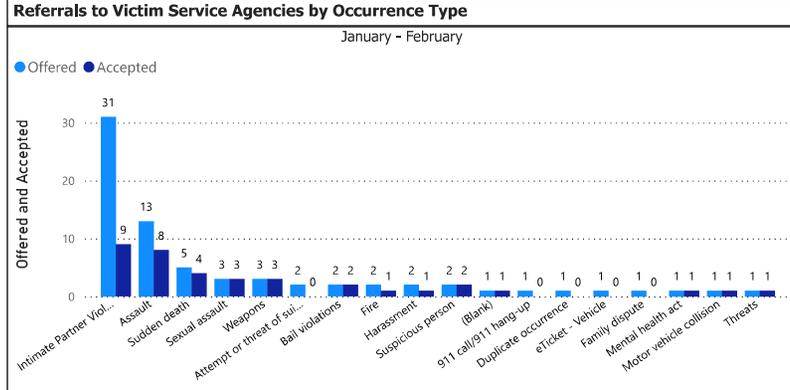
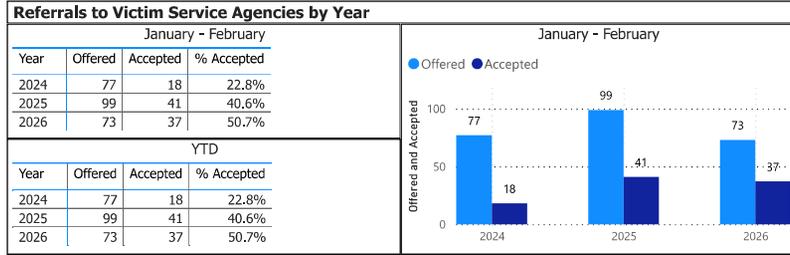
Fatal Overdose Occurrences				Non-Fatal Overdose Occurrences			
January - February			YTD	January - February			YTD
Fatal	2024	2025	2026	Fatal	2024	2025	2026
<input checked="" type="checkbox"/> <b>Fatal</b>	<b>1</b>	<b>0</b>	<b>0</b>	<input checked="" type="checkbox"/> <b>Fatal</b>	<b>1</b>	<b>0</b>	<b>0</b>
non-opioid overdose	1	0	0	non-opioid overdose	1	0	0
opioid overdose	0	0	0	opioid overdose	0	0	0
<input checked="" type="checkbox"/> <b>non-Fatal</b>	<b>1</b>	<b>0</b>	<b>0</b>	<input checked="" type="checkbox"/> <b>non-Fatal</b>	<b>1</b>	<b>0</b>	<b>0</b>
non-opioid overdose	1	0	0	non-opioid overdose	1	0	0
opioid overdose	0	0	0	opioid overdose	0	0	0
<b>Total</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>Total</b>	<b>2</b>	<b>0</b>	<b>0</b>

Detachment: 1E - HALIBURTON HIGHLANDS  
Location code(s): 1E00 - HALIBURTON HIGHLANDS

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**OPP Detachment Board Report  
Records Management System  
January - February 2026**



### Referrals Accepted (%) by Age Group

January - February			
PersonAgeRange	2024	2025	2026
	7.7%		
11 - 16		100.0%	100.0%
17 - 25	100.0%	0.0%	60.0%
26 - 45	100.0%	35.7%	46.9%
46 - 65	100.0%	43.6%	42.1%
6 - 10		0.0%	100.0%
Over 65	80.0%	50.0%	53.8%
Under 6		0.0%	

### Referrals Accepted (%) by Age Group (YTD)

YTD			
PersonAgeRange	2024	2025	2026
	7.7%		
11 - 16		100.0%	100.0%
17 - 25	100.0%	0.0%	60.0%
26 - 45	100.0%	35.7%	46.9%
46 - 65	100.0%	43.6%	42.1%
6 - 10		0.0%	100.0%
Over 65	80.0%	50.0%	53.8%
Under 6		0.0%	

### Referrals Not Offered

January - February			
ServicesNotOfferedReason	2024	2025	2026
	0	0	0
Victim deceased or unable to respond	1	2	0
Victim resides outside Ontario	1	0	0

### Referrals Not Offered (YTD)

YTD			
ServicesNotOfferedReason	2024	2025	2026
	0	0	0
Victim deceased or unable to respond	1	2	0
Victim resides outside Ontario	1	0	0



Detachment: 1E - HALIBURTON HIGHLANDS  
Location code(s): 1E00 - HALIBURTON HIGHLANDS

Areal(s): ALL  
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Report Generated on:  
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**OPP Detachment Board Report**  
Report Information Page

**Report Data Source Information:**

**Data Sources Utilized**

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

**Niche RMS**

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

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

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

**Collision Reporting System (eCRS)**

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

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

- Collisions
- Fatalities

**DAR (Daily Activity Reporting)**

Patrol hours are collected from the OPP DAR application.

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

- Complaints (Patrol Hours Section Only)

# Media Releases

Haliburton Highlands  
OPP

JAN – FEB 2026

**AGENDA ITEM #8.2.**

# Connecting with the Community

 Ontario Provincial Police - Central Region  
14h · 🌐

[#HaliburtonHighlands](#) OPP members had the opportunity today to speak with local members of the Haliburton Highlands Health Services team about elder abuse. We are grateful for the relationships we can build within our community to help address issues that affect local residents. We look forward to these opportunities to network, share information and work toward making our [#HaliburtonHighlands](#) communities safe and healthy places to live. ^h.n.



 Ontario Provincial Police - Central Region  
January 25 · 🌐

Members of the [#HaliburtonHighlands](#) OPP had the opportunity to stop by a very exciting Haliburton Huskies game on Saturday afternoon. The [#HHOPP](#) are proud to be part of this small but mighty community; and very proud of our [#HaliburtonHuskies](#) who are in 3rd place so far this season. ^h.n.



Ontario Provincial Police - Central Region

February 10 at 5:07 AM · 🌐

Are you a high school student in the #HaliburtonHighlands area with an interest in policing?

The #HHOPP are offering an interactive program for students in Grades 9-12. Participants will gain hands-on insight into a variety of policing areas, including general patrol duties, major criminal investigations, canine services, emergency response, forensic identification, and impaired driving investigations. The academy will be hosted at the Haliburton Highlands OPP Detachment on Wednesday evenings in March and April.

Applications are available at the Haliburton Highlands OPP Detachment or at the front desk of Haliburton Highlands Secondary School. The application deadline is March 9, 2026. ^h.n.

**6 WEEKS**  
**MARCH 25 -**  
**APRIL 29**

**O.P.P.**

**YOUTH ACADEMY**

- Counts toward your volunteer hours
- No tests / No homework
- Receive a Certificate of completion

Take the first step toward a rewarding career in policing. Sign up today at the Front Office.

# Youth Initiatives

Ontario Provincial Police - Central Region

January 29 at 7:22 PM · 🌐

#HaliburtonHighlands OPP is excited to share that a local youth will be helping around the detachment each week. Youth initiative is an important part of building stron... See more

## LOCAL YOUTH TAKING INITIATIVE



**HALIBURTON HIGHLANDS**

# Community Events

 Ontario Provincial Police - Central Region  
January 24 · 🌐

#HaliburtonHighlands members are out at various events across the county today, including the Haliburton Highlands Dogsled Derby 🐾

It is nice to see so many folks around the area today making the most of the frosty temperatures! ^h.n.



 Ontario Provincial Police - Central Region  
February 7 at 9:37 PM · 🌐

The #HaliburtonHighlands OPP were excited to have the opportunity to watch some of the Minden Ice Races today. 🚗

What a neat local event to see and experience! #HHOPP members always look forward to spending time attending local events and spending quality time in our communities. It's things like this that make our county so special. ^h.n.



# Snowmobile Safety

Detachment Commander Update

Ontario Provincial Police - Central Region  
February 7 at 9:04 AM · 🌐

It's another big weekend for snowmobiling in the #HaliburtonHighlands. Members of the #HHOPP will be conducting snowmobile patrols throughout the weekend across the county.

What can you do to ride safely this weekend?

- Ride in groups and tell others where you plan to go
- Obey all traffic laws and trails signs including stop signs and speed signs
- Dress for the weather
- Stay on marked trails and avoid private properties
- When in doubt, stay away from the ice and water
- Always ride sober



Ontario Provincial Police - Central Region  
February 25 at 7:16 PM · 🌐

#HHOPP members and Auxiliary units had a great weekend patrolling local trails keeping an eye on snowmobile safety. We are proud to have such dedicated volunteer members supporting our frontline initiatives. What a great way to spend a winter weekend in the #HaliburtonHighlands. ^h.n.



Ontario Provincial Police - Central Region  
February 9 at 2:04 PM · 🌐

#HHOPP "stopped" by to see the Haliburton County Trail Groomers in action last night to kick off snowmobile safety week. Thanks to all their hard work and dedication, we... See more



AGENDA ITEM #8.2.

# R.I.D.E Checks

Ontario Provincial Police - Central Region  
January 23 · 🌐

Sometimes our [#roadsafety](#) efforts serve a few purposes. [#HHOPP](#) were out in [#Wilberforce](#) conducting RIDE and speaking with community members about emergency shelter services. A Place Called Home is providing shelter to those in need during this cold weather snap. Residents from anywhere in the County of Haliburton can contact A Place Called Home at 1-866-520-2689 for assistance. Outreach staff and transportation services are available to assist people from the across county with accessing supports and services. ^h.n.



Ontario Provincial Police - Central Region  
January 22 · 🌐

No matter the weather, the [#HaliburtonHighlands](#) OPP are out conducting RIDE checks to ensure our roads are as safe as they can be on days like today. Please drive according to road and weather conditions. ^h.n.



Ontario Provincial Police - Central Region  
January 3 · 🌐

The [#HaliburtonHighlands](#) OPP are out on the roads and the trails checking for signs of impairment and ensuring everyone is driving/riding safely and lawfully.

Help ensure everyone can enjoy the roads and trails by being safe and sober this new year. ^h.n.

[#HHOPP](#)



# Traffic Reports and Winter Safety/Precautions



Ontario Provincial Police - Central Region

January 5 · 🌐

...

#HHOPP Did you know that in 2025 over 1,800 traffic stops were conducted in the #HaliburtonHighlands, resulting in more than 2,000 traffic related charges?

Whether you live in the county or are just passing through, you can expect to see us out on patrol. You can also expect to see lots of wildlife. Be observant, drive according to the road and weather conditions, and always drive sober. ^h.n.



Ontario Provincial Police - Central Region

January 24 · 🌐

...

It's been a wild weather week in the #HaliburtonHighlands. Significant snowfall in the area led to school bus cancelations and some extremely poor driving conditions. We are grateful that everyone was able to travel safely through the county this past week. Thank you to those who adjusted their plans and driving behaviour during the winter weather; and thank you to all of the snowplow operators who work around the clock to keep our roads safe. ^h.n





Ontario Provincial Police - Central Region  
February 2 · 🌐

Members of the #HaliburtonHighlands Detachment were patrolling the county, day and night, for any signs of suspicious activity, road safety concerns and other issues.

Police conducted vehicle and foot patrols, as well as property checks at businesses and public spaces across the county as we continue to focus on reducing property crime in our area. ^h.n.

Boost post

👍 153    🗨️ 9

👍 Like    ➦ Share

📄

No comments yet  
Be the first to comment.



Ontario Provincial Police - Central Region  
January 29 · 🌐

While this may be what your vehicle looks like in your driveway with all of the snow we've had, it is not permitted on our highways. Driving like this creates an unnecessary risk for other road users.

The #HaliburtonHighlands OPP stopped this vehicle today and issued several Provincial Offences Notices for violations of the Highway Traffic Act.

Please ensure your vehicle is clear of debris and your vision is clear before your trip begins. ^h.n.

Boost post

👍 🗨️ 415    🗨️ 8    📄 84

👍 Like    ➦ Share

Most relevant

👤 Top fan  
Joanne Mowbray Wright  
I am 65 and drive a full size pickup. Even I can get my vehicle cleaner than that with a push broom. Sometimes I can't get the... See more

4w Like 38

👤 Jeff Winter  
Good, lots of them on Hwy10 Dufferin County too.

4w Like 13

👤 Sean Edwards  
Just pure laziness

4w Like 30

Ontario Provincial Police - Central Region  
February 2 at 1:14 AM · 🌐

A #HaliburtonHighlands OPP officer had the opportunity to capture this photo of the beauty of Haliburton County as the sun began to set on another great weekend. If you zoom in, you'll notice the ice huts as they continue to accumulate on our local lakes. We are grateful for another safe weekend on our roads, trails and lakes.

#HHOPP encourage anyone planning to be out on the ice to exercise caution and be mindful of conditions as temperatures change. ^h.n.

#NoIceIsSafeIce #WinterSafety



# Stats and Top Posts



**765 Likes**  
**53 Shares**



**415 Likes**  
**84 Shares**



**273 Likes**  
**16 Shares**

## Statistics

Social media Releases  
**17 POSTS**

OPP News Portal Releases  
**3 POSTS**

**Subject:** Sector Developments and Independent Oversight Review

**Sender:** OAPSB Training and Communications Team <communications@oapSB.ca>

**Date:** 2026-02-09, 12:40 p.m.

Members will be aware of the significant developments that unfolded last week involving the Toronto Police Service and the independent oversight actions announced today and now underway.

While these events are specific in nature, they have broader resonance across the policing sector. Matters of this seriousness inevitably attract heightened public attention and can influence public confidence well beyond the jurisdiction directly involved.

As oversight processes unfold, boards across the province may wish to be mindful of how sector-wide events shape local conversations and perceptions. The Association supports the work of the Inspectorate of Policing and will work with oversight bodies and sector partners to understand any findings that emerge, and to translate lessons learned into practical guidance for boards over time.

At the same time, it is important to recognize the environment in which police service members and police professionals across Ontario are operating. High-profile events can amplify public scrutiny and place additional pressure on personnel who are not connected to the matters in question.

In this context, boards may find it helpful to:

- Remain attentive to the organizational climate within their police service, including morale, operational pressures, and the cumulative effects of heightened public attention.
- Continue to reinforce professionalism and ethical standards while recognizing the strain that sector-wide criticism can place on police service members and civilian personnel.
- Be thoughtful in governance communications, recognizing that clarity, consistency, and a measured tone support stability during periods of increased scrutiny.
- Stay grounded in governance responsibilities while respecting the independence of operational and oversight processes.
- Remain open to reflection and learning as further information, findings, or guidance become available.

## **AGENDA ITEM #9.1.**

Events of this nature can have a compounding effect if not approached with care. Steady governance, measured communication, and visible support for the many dedicated police service members and police professionals across Ontario all contribute to maintaining public confidence.

Members may access the joint OAPSB–OACP statement welcoming the independent review by the Inspector General of Policing through the [Members' Portal](#).

The Association will continue to monitor developments and will share additional information or guidance with members as appropriate.

Thank you for your ongoing commitment to public safety and to the communities you serve.

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](mailto:oapsb@oapsb.ca).



**Ontario Association of Police Service Board &  
Ontario Association of Chiefs of Police  
Welcome Independent Review by Inspector General of Policing**

**Date: February 9, 2026**

The Ontario Association of Police Service Boards (OAPSB) and the Ontario Association of Chiefs of Police (OACP) welcome today’s announcement by Ontario’s Inspector General of Policing of an independent review of integrity and anti-corruption practices across Ontario’s police sector that may reveal lessons, policies, and standards that can be shared industry wide.

As leaders responsible for the governance and operational effectiveness of police services in the Province of Ontario, we share the dismay of Ontarians following the results of the Project South investigation. The allegations are profoundly troubling. When organized crime infiltrates policing, the harm extends far beyond the individuals involved and poses a serious risk to public confidence in policing itself.

The findings of the investigation strike at the very heart of public trust—trust that police professionals rely on to serve communities effectively and keep people safe. That is why we welcome an independent review of the issues raised by these serious criminal allegations, as well as any vulnerabilities that may undermine public trust.

Independent oversight is fundamental to maintaining confidence in policing and police governance. The Inspectorate of Policing plays a critical role in independently examining conduct of police board members, compliance with statutory obligations, and adherence to ethical standards across Ontario’s policing system.

The OAPSB and the OACP believe that the Inspector General of Policing’s findings, once completed, may provide valuable insights that could support continuous improvement in police governance practices. These insights could assist police service boards and leaders in ensuring their organizations and members meet Ontarians’ expectations for integrity, accountability, and effectiveness.

Police service boards and police leaders across Ontario are united in their commitment to working collaboratively with oversight bodies and police sector partners. Together, we are determined to support police service boards and police leaders in fulfilling their vital governance and operational responsibilities.

Corruption has no place in policing. It is a direct attack on public confidence, and protecting the public trust is non-negotiable. The OAPSB and the OACP recognize and are grateful for the professionalism and dedication of police service members across Ontario who serve their communities with integrity every day. Accountability and support remain complementary and essential principles in sustaining public trust.

Chief Mark Campbell  
President  
Ontario Association of Chiefs of

Al Boughton  
Chair  
Ontario Association of Police

## **Election-Year Board Transition & Continuity Guide**

### **1. Purpose and Context**

Municipal election years represent one of the most significant transition points in the life of a police governance board. Changes in municipal councils, mayoral appointments, and community member and provincial appointee terms can result in substantial turnover within a short period of time. Without deliberate planning, these transitions can disrupt board continuity, delay statutory compliance, and weaken governance oversight at a time when stability is critical.

This guide has been developed to support municipal police service boards and OPP detachment boards in managing governance transitions in a structured, proactive, and legally compliant manner. It is intended to assist boards, board administrators, municipal staff, and board leadership in preparing for changes in board composition, maintaining institutional knowledge, and ensuring that new members are positioned to fulfill their statutory duties as quickly and effectively as possible.

The objectives of this guide are to:

- Promote continuity of governance through periods of board turnover
- Support compliance with appointment, oath, and mandatory training requirements under the Community Safety and Policing Act
- Reduce operational and governance risk during election-year transitions
- Clarify roles and responsibilities during appointment and onboarding periods
- Encourage consistent practices across municipal and OPP detachment boards

Election-year transitions are not simply administrative events. They directly affect a board's ability to provide effective oversight, meet legislative obligations, and maintain constructive working relationships with police leadership and municipal partners. Proactive transition planning helps protect the integrity of board decision-making, preserves institutional knowledge, and supports the long-term effectiveness of police governance.

This guide is designed to be practical and flexible. It may be used as a planning reference in advance of an election, as a transition roadmap following appointments, or as a companion document to board orientation and onboarding resources. While many of the principles apply to all police service boards, specific considerations for municipal boards and OPP detachment boards are noted where relevant.

### **2. Understanding Board Transitions in an Election Year**

Municipal election cycles create a unique transition environment for police service boards and OPP detachment boards. Unlike many public bodies, board composition is directly influenced by changes in municipal councils, mayoral appointments, community member terms, and provincial appointment processes. As a result, election years often produce multiple, overlapping changes in board membership within a short period of time.

Board turnover during an election year may occur for several reasons, including:

- Changes in municipal council membership resulting in new council representatives on the board
- New or returning mayors exercising appointment authorities
- Expiry of community member terms tied to the municipal election cycle
- Provincial appointments ending or being renewed through separate appointment processes
- Resignations or role changes associated with new council responsibilities

The pace and scale of these changes can vary significantly between boards. Some boards may experience only one or two appointments, while others may see a majority of members change within the same transition period. In either case, even limited turnover can affect quorum, committee continuity, leadership roles, and the board's collective understanding of its statutory responsibilities.

Some boards, particularly OPP detachment boards, include members appointed by more than one authority. Municipal council appointees and community representatives are appointed for terms that do not exceed the term of the council that appointed them and are therefore typically aligned with the municipal election cycle. Provincial appointees serve terms as set out in their provincial appointment instruments. While provincial appointments are often coordinated with municipal terms in practice, differences in recruitment and appointment timing can result in appointments being sequenced differently during a transition period. These timing differences do not change the underlying transition pressures created by the municipal election cycle, but they may affect the planning and coordination of onboarding activities.

Regardless of board type, unmanaged election-year transitions can introduce a number of governance risks, including:

- Temporary loss of quorum or committee capacity
- Delays in confirming appointments or administering oaths of office
- Incomplete or delayed mandatory training
- Loss of institutional knowledge and historical context
- Disruption to strategic planning, local action planning and performance oversight
- Unclear roles and responsibilities during leadership changes

Understanding the sources and patterns of election-year turnover is the first step in building an effective transition plan. Boards that anticipate these changes and prepare in advance are better positioned to maintain governance continuity, meet statutory obligations, and support effective oversight during periods of change.

### 3. Election-Year Transition Timeline Framework

Effective governance transitions begin well before election day and continue through the first several months following new appointments. Boards that approach election-year transitions as a structured, phased process are better positioned to maintain continuity, meet statutory obligations, and support effective oversight throughout periods of change.

This framework outlines a recommended transition approach organized into three phases:

- Pre-Election Planning
- Election Period
- Post-Election and Appointment Window (First 90 Days)

While the timing and scale of transitions will vary between boards, these phases provide a practical roadmap for anticipating change, coordinating appointments and re-appointments, and supporting new and returning members as they assume their governance responsibilities.

#### Phase 1: Pre-Election Planning

*(Six to twelve months before the municipal election)*

Pre-election planning is the most important phase of the transition process. Early preparation allows boards and administrators to anticipate turnover, identify statutory obligations, and reduce the risk of disruption once election results are known.

Key planning activities during this phase may include:

##### Assessing anticipated board turnover

- Reviewing the expiry dates of all board member terms
- Identifying council appointees and community members whose terms will end with the municipal election
- Flagging provincial appointee terms that may expire at or near the transition period
- Assessing potential leadership changes, including the chair and vice chair

##### Assessing re-appointment and extension requirements

- Identifying community representatives and provincial appointees whose terms will expire at or near the end of the election cycle
- Confirming eligibility for re-appointment in accordance with statutory, municipal, and board requirements
- Reviewing any applicable term limits, re-appointment restrictions, or board by-laws affecting renewals

- Identifying members whose continued service may be critical to board continuity during the transition period

### **Confirming statutory and policy requirements**

- Reviewing appointment, re-appointment, and term provisions under the Community Safety and Policing Act and Ontario Regulation 135/24
- Confirming local board by-laws or municipal appointment policies that affect transition timing
- Identifying mandatory oath and training requirements that will be triggered by new or returning appointments

### **Planning for continuity of governance**

- Identifying committees or leadership roles likely to be affected by turnover
- Reviewing upcoming board decisions, strategic planning cycles, and performance oversight activities that may overlap with the transition period
- Considering whether key decisions should be advanced, deferred, or documented for continuity

### **Preparing transition documentation and schedules**

- Updating board composition and term tracking records
- Preparing draft onboarding schedules and training plans for potential new and returning members
- Identifying briefing materials and institutional knowledge resources that will be required for incoming members
- Preparing draft advisory or notification letters for members whose terms are expiring

Early planning during this phase helps boards avoid compressed timelines following the election, supports continuity of leadership, and reduces the risk of unintended vacancies or compliance gaps.

### **Phase 2: Election Period**

*(From nomination period through election day and council inauguration)*

The election period introduces uncertainty and compressed timelines. During this phase, boards and administrators should focus on readiness, coordination, and communication while respecting municipal and provincial appointment processes.

Key considerations during this phase may include:

### **Monitoring appointment authorities and timelines**

- Tracking municipal council election results and anticipated council composition
- Confirming timelines for mayoral and council appointments to the board
- Monitoring provincial appointment and re-appointment processes where applicable

### **Coordinating re-appointment and extension processes**

- Confirming which expiring members have expressed interest in re-appointment
- Preparing re-appointment packages, background materials, and draft resolutions for the incoming council where required
- Coordinating with provincial appointment offices regarding anticipated re-appointments and processing timelines
- Issuing advisory letters to expiring members outlining term end dates, interim service expectations, and re-appointment timelines
- Identifying circumstances where interim extensions or continuation notices may be required to maintain quorum or committee capacity

### **Maintaining board operations and quorum**

- Confirming quorum and committee capacity for meetings held during the transition period
- Adjusting committee assignments or meeting schedules if required
- Ensuring continuity of board decision-making and oversight activities

### **Preparing for post-election onboarding**

- Finalizing draft onboarding schedules and training registrations
- Preparing oath administration arrangements and documentation
- Coordinating with municipal clerks, provincial appointment offices, and training providers

### **Managing communications and expectations**

- Providing clear information to incoming council representatives regarding board roles and statutory obligations
- Coordinating messaging between outgoing and incoming board leadership where appropriate
- Ensuring police service leadership is informed of anticipated transition timing and impacts

During this phase, boards should focus on readiness rather than execution, recognizing that formal onboarding and re-appointment activities can only be completed once appointment authorities are formally constituted.

### **Phase 3: Post-Election and Appointment Window**

*(First 90 days following appointments)*

The first 90 days following board appointments are critical to establishing effective governance, ensuring statutory compliance, and supporting both new and returning members in assuming their roles.

Key transition activities during this phase may include:

### **Confirming appointments and administering oaths**

- Verifying appointment and re-appointment instruments and term start dates
- Administering oaths of office in accordance with statutory requirements
- Recording appointments, re-appointments, oaths, and term dates in board records

### **Confirming board membership records and reporting to Police Governance Ontario**

Preparing a complete and current list of all board members following appointments and re-appointments, including names, appointment authorities, term start and end dates, and board positions held (chair, vice chair, committee leadership)

- Confirming accurate contact information for all members and board administrators
- Submitting updated board membership and leadership information to OAPSB/Police Governance Ontario in accordance with reporting and sector coordination requirements
- Providing timely updates to OAPSB/Police Governance Ontario when changes occur to board composition or leadership during the transition period, in addition to any other time changes occur
- Timely and accurate reporting of board composition supports sector coordination, training registration, communications, compliance monitoring, and effective engagement with police service boards across the province.

### **Finalizing re-appointments and managing term continuity**

- Confirming re-appointments of community representatives and provincial appointees
- Issuing formal re-appointment or continuation letters and updating term records accordingly
- Administering new oaths of office where required following re-appointment
- Confirming leadership eligibility and committee assignments for re-appointed members

### **Managing interim extensions and transition overlaps**

- Tracking interim extensions granted to maintain quorum or leadership continuity
- Confirming end dates for extension periods and replacement or renewal timelines
- Ensuring extended service complies with statutory and municipal requirements

- Communicating sequencing and transition status clearly to board leadership and police service leadership

### **Completing mandatory training and onboarding**

- Registering new and returning members in required training programs
- Tracking completion of mandatory training within prescribed timelines
- Providing orientation materials and governance briefings

### **Establishing board leadership and committee structures**

- Electing or appointing the chair and vice chair in accordance with board procedures
- Confirming committee memberships and leadership roles
- Updating signing authorities and delegation instruments as required

### **Supporting governance continuity**

- Providing briefings on active matters, strategic priorities, and performance oversight responsibilities
- Reviewing ongoing investigations, discipline matters, or inspection-related activities where appropriate
- Confirming upcoming board decisions and planning cycles

### **Monitoring compliance and transition gaps**

- Tracking completion of oaths and training requirements
- Monitoring quorum, committee capacity, and meeting attendance
- Addressing gaps in onboarding, documentation, or appointments promptly

Boards that actively manage this early transition period are better positioned to establish stable governance relationships, preserve institutional knowledge, and meet their statutory obligations without unnecessary delay.

## **4. Roles and Responsibilities During Board Transitions**

Effective election-year transitions depend on clear roles, coordinated actions, and shared accountability among appointment authorities, board leadership, administrators, and supporting organizations. While statutory appointment powers rest with municipal councils, mayors, and the provincial government, boards retain discretion through their by-laws, policies, and local practices to assign administrative and governance responsibilities during transition periods.

This section outlines roles and responsibilities that are commonly associated with board transitions. Specific duties and accountabilities may vary based on local by-laws, municipal policies, board procedures, and administrative arrangements.

### **Board Administrator**

The board administrator typically plays a central coordinating role throughout the transition process and is often the primary point of continuity during periods of board turnover.

Responsibilities commonly associated with this role may include:

- Maintaining records of board composition, term dates, appointments, and re-appointments
- Tracking upcoming term expiries and advising board leadership of anticipated vacancies or re-appointment requirements
- Coordinating advisory letters, extension notices, and appointment documentation in accordance with local practice
- Liaising with municipal clerks, provincial appointment offices, and Police Governance Ontario regarding appointments and reporting processes
- Coordinating oath administration and maintaining records of oaths and term start dates
- Registering members for mandatory training and tracking completion
- Preparing orientation materials, briefing packages, and transition schedules
- Ensuring submission of updated board membership and leadership information to OAPSB/Police Governance Ontario

Depending on the board's administrative structure, some of these responsibilities may be shared with municipal administration or assigned to other designated staff.

### **Board Chair and Vice Chair**

Board leadership provides governance oversight and strategic direction during transition periods and supports continuity of board operations.

Responsibilities commonly associated with board leadership may include:

- Working with the administrator to assess transition gaps and continuity needs
- Supporting succession planning for board leadership and committee roles
- Communicating with outgoing and incoming members regarding governance expectations and timelines
- Participating in orientation briefings and early governance discussions
- Supporting committee continuity and quorum during periods of turnover
- Maintaining effective working relationships with police service leadership during periods of change

Where leadership roles change following the election, outgoing chairs and vice chairs may also support informal knowledge transfer and briefing activities.

### **Board Members (Outgoing, Continuing, and Re-appointed)**

Outgoing, continuing, and re-appointed members play an important role in preserving institutional knowledge and supporting orderly transitions.

Responsibilities may include:

- Advising the administrator or appointing authority of intent to seek re-appointment where applicable
- Participating in transition briefings or handover discussions as requested
- Supporting continuity of committee work and governance oversight until successors are appointed
- Returning board materials and records in accordance with board procedures

Re-appointed members may also assist with mentoring or orientation activities for new members.

### **Municipal Clerk and Municipal Administration**

Municipal clerks and municipal administration typically support appointment processes and coordinate municipal participation in board transitions.

Responsibilities may include:

- Coordinating council and mayoral appointments to the board following the municipal election
- Managing municipal recruitment and selection processes for community representatives
- Preparing appointment resolutions, appointment instruments, and term documentation
- Coordinating re-appointment processes and interim extensions where applicable
- Supporting oath administration and official record keeping
- Advising the board and administrator of council timelines and committee structures that may affect transition sequencing

The scope of municipal involvement may vary depending on local administrative arrangements.

### **Municipal Council and Mayor**

Municipal councils and mayors exercise statutory appointment authorities and determine board composition following the election.

Responsibilities may include:

- Appointing council representatives and community members to the board in accordance with statutory and municipal requirements
- Confirming re-appointments of eligible members where appropriate
- Approving interim extensions where permitted to maintain quorum or continuity
- Designating board leadership where required by statute or municipal policy

### **Provincial Appointment Authorities**

Where provincial appointees are involved, provincial appointment offices coordinate recruitment and appointment processes.

Responsibilities may include:

- Managing recruitment, screening, and appointment processes for provincial appointees
- Coordinating re-appointments and term renewals
- Issuing appointment and re-appointment instruments
- Advising boards and administrators of appointment timelines and processing requirements

### **Police Service Leadership**

Police service leadership supports governance continuity by maintaining operational stability and participating in onboarding and briefing activities where appropriate.

Responsibilities may include:

- Providing briefings to new and returning board members on organizational priorities, performance measures, and active matters
- Supporting orientation sessions and governance education
- Advising the board of operational issues that may be affected by transition timing
- Maintaining effective working relationships with new board leadership

### **OAPSB/Police Governance Ontario**

OAPSB/Police Governance Ontario supports sector coordination and provides guidance and resources related to board transitions.

Responsibilities may include:

- Receiving and maintaining current records of board and zone composition and leadership
- Supporting training registration, communications, and engagement activities
- Providing guidance and transition resources to boards and administrators
- Facilitating sector coordination and knowledge sharing during election cycles

Clear understanding of roles and responsibilities supports effective coordination, reduces delays, and helps boards meet their statutory and governance obligations throughout the transition process.

### **5. Statutory Compliance, Records, and Governance Transparency During Board Transitions**

Election-year transitions present a heightened risk for gaps in records, inconsistent practices, and loss of governance continuity. In addition to meeting statutory appointment and training requirements, boards are expected to maintain accurate records, transparent governance processes, and clear documentation that supports public accountability and effective oversight.

This section highlights key statutory reference points and practical governance practices that support compliance, transparency, and good governance during board transitions. It is intended to assist boards in establishing consistent foundational practices before moving into more advanced governance and risk management frameworks.

Boards should apply this guidance in conjunction with the Community Safety and Policing Act, Ontario Regulation 135/24, and any applicable local by-laws and municipal policies.

#### **Board Composition, Appointments, and Term Records**

*(Community Safety and Policing Act, Part V; Ontario Regulation 135/24, sections respecting board composition and terms)*

Boards are expected to maintain complete, current, and accurate records of board membership throughout the transition period.

Good governance practice includes maintaining:

- A current board roster showing all members, appointment authorities, and term start and end dates
- Clear identification of leadership roles, including chair, vice chair, and committee leadership
- Copies of appointment and re-appointment instruments or council resolutions
- Records of interim extensions or continuation arrangements where applicable

## Example practices

- Maintaining a board composition register that is reviewed before and after the municipal election
- Using a standardized roster format that includes contact information, appointment source, and leadership roles
- Updating the roster immediately following appointments and providing a copy to Police Governance Ontario

Accurate board composition records support quorum management, training registration, public transparency, and inspection readiness.

## Oaths of Office and Eligibility Records

*(Community Safety and Policing Act, oath provisions; Ontario Regulation 135/24, eligibility and appointment provisions)*

Boards must ensure that all new and re-appointed members take the prescribed oath of office before participating in board business.

Good governance practice includes maintaining:

- A register of oaths of office showing the date administered and the person authorized to administer the oath
- Copies of signed oath documents retained in board records
- Clear notation of term commencement dates linked to oath administration

## Example practices

- Maintaining an “Oath and Term Register” as part of the board’s permanent governance records
- Verifying that no member participates in meetings or votes prior to completing the oath
- Including oath completion as a standard item on post-appointment transition checklists

## Mandatory Training and Orientation Records

*(Ontario Regulation 135/24, mandatory training provisions)*

Board members are subject to mandatory training requirements and orientation expectations following appointment and re-appointment.

Good governance practice includes maintaining:

- A training register showing mandatory training requirements and completion dates for each member
- Copies or confirmations of training completion certificates
- Orientation and onboarding schedules for new and returning members

### **Example practices**

- Tracking mandatory training centrally and reviewing completion status before confirming committee or leadership assignments
- Coordinating training registration through Police Governance Ontario and maintaining consistent records
- Using the PGO Board Member Orientation Checklist to support structured onboarding

Boards may wish to reference the Police Governance Ontario orientation and onboarding resources to support consistent and timely training practices.

### **Board Leadership, Committees, and Delegations**

*(Community Safety and Policing Act and Ontario Regulation 135/24, leadership and governance provisions)*

Changes in board composition often require updates to leadership roles, committee structures, and signing authorities.

Good governance practice includes maintaining:

- Current records of chair and vice chair appointments or elections
- Updated committee membership lists and terms of reference
- Updated signing authorities and delegation instruments

### **Example practices**

- Reconfirming leadership roles at the first meeting following new appointments
- Maintaining a leadership and committee register as part of the board's governance records
- Notifying Police Governance Ontario of changes to board leadership to support sector coordination and communications

### **Governance Transparency and Public Records**

Election-year transitions present an increased risk of inconsistent public records and outdated governance information.

Good governance practice includes maintaining:

- Current board membership information on the board’s public website or municipal website
- Accurate posting of board meeting schedules, agendas, and minutes
- Clear public identification of board leadership and committee structures
- Clear direction for the public on complaints processes and links to the Ministry and Inspectorate of Policing sites.

### **Example practices**

- Updating public board membership information immediately following appointments and re-appointments
- Reviewing website and public records as part of the post-election transition process
- Ensuring consistency between municipal, board, and OAPSB/Police Governance Ontario records

### **Board Skills, Experience, and Composition Planning**

*(Best practice governance guidance)*

Election-year transitions provide an important opportunity to review board composition and governance capacity.

Good governance practice includes maintaining:

- A board skills and experience matrix identifying collective competencies and gaps
- Records of member experience relevant to governance, finance, human resources, community engagement, and policing oversight
- Succession planning considerations for leadership and committee roles

### **Example practices**

- Using a simple board skills matrix to support appointment and re-appointment discussions
- Reviewing skills and experience when recommending community member re-appointments
- Referring to Police Governance Ontario board evaluation and governance assessment tools, where available, to support continuous improvement

### **OPP Detachment Board Considerations**

While statutory compliance and governance transparency expectations apply to all boards, certain practices may require additional coordination for OPP detachment boards.

**OPP detachment boards may need to:**

- Coordinate board composition records across multiple municipalities
- Confirm consistency of records between participating municipalities and provincial appointment offices
- Ensure quorum and committee capacity across staggered municipal appointment timelines

Municipal police service boards may focus primarily on coordination with municipal clerks and council appointment processes.

Strong foundational records and transparent governance practices are essential to effective board transitions. Consistent documentation supports statutory compliance, inspection readiness, public accountability, and the long-term effectiveness of police governance.

### **6. Additional Resources and Next Steps**

Election-year transitions represent an important opportunity to strengthen board governance practices, improve consistency, and reinforce statutory compliance. While this guide focuses on the core transition phases, roles, and foundational governance controls, effective board transitions are supported by a broader set of tools, templates, and guidance resources.

OAPSB/Police Governance Ontario maintains a growing library of governance resources designed to support boards at different stages of development and capacity. Boards are encouraged to refer to these resources as part of their transition planning, onboarding, and ongoing governance practices.

Available and forthcoming resources may include:

- Board Member Orientation Checklist and onboarding guidance
- Board evaluation tools and governance self-assessment checklists
- Mandatory training guidance and tracking tools
- Board governance templates and sample registers
- Election-year transition tools and administrative checklists

Boards are encouraged to:

- Review available OAPSB/Police Governance Ontario resources before and after election-year transitions
- Use standardized tools and templates to support consistent governance practices
- Contact OAPSB/Police Governance Ontario for guidance, clarification, or transition support as needed

## ***AGENDA ITEM #9.2.***

Governance transition practices evolve as boards gain experience and capacity. This guide is intended to provide a practical foundation to support boards in meeting statutory obligations, maintaining transparency, and strengthening governance effectiveness during election-year transitions.

## Board Website Transparency Guide

### Using Board Websites to Demonstrate Governance Under the CSPA

#### 1. Purpose of This Guide

Police governance boards are responsible for ensuring policing is delivered in a manner that is accountable to the communities they serve. Transparency is a central element of that accountability.

Board websites are one of the simplest and most visible ways for boards to demonstrate how they govern.

This guide provides practical direction for:

- Municipal Police Service Boards
- OPP Detachment Boards
- First Nations Police Governance Bodies

It outlines:

- Minimum transparency expectations under the CSPA
- Governance transparency practices that strengthen accountability
- A maturity model to help boards assess and improve their websites

The goal is not simply to post documents. The goal is to help the public **understand how the board governs policing in their community.**

#### 2. Transparency Under the CSPA

The **CSPA establishes police governance boards as public accountability bodies.**

Key governance expectations include:

- Conducting board meetings openly except where legislation permits closed sessions
- Establishing priorities for policing through strategic planning
- Overseeing the performance of the police service
- Communicating with the community about policing priorities and outcomes

A board website supports these responsibilities by creating a **public record of governance activity.**

Transparency is therefore not optional. It is part of the board's governance function.

#### 3. Compliance Transparency vs Governance Transparency

Many boards believe transparency simply means posting agendas and minutes. While those items are required, they represent only the most basic level of openness.

The table below illustrates the difference.

<b>Area</b>	<b>Compliance Transparency</b>	<b>Governance Transparency</b>
Board Members	List of member names	Names, appointment category, biographies, and terms
Meetings	Agendas and minutes posted	Agendas, minutes, decision summaries, meeting schedules
Strategic Direction	Strategic/Local Action plan posted	Strategic/Local Action plan plus progress updates
Policies	Governance policies and bylaws posted	Governance policies (and policy direction to the Chief - Municipal)
Accountability	Annual report	Annual report plus performance outcomes
Public Access	Contact email	Clear explanation of how the public can engage with the board
Community Engagement	None typically provided	Opportunities for public input, consultations, surveys, feedback mechanisms

Compliance transparency satisfies minimum expectations.

Governance transparency demonstrates **active oversight and stewardship**.

**4. Minimum Transparency Requirements for Board Websites**

Every police governance board website should contain the following information.

**A. Board Overview**

The website should explain:

- The role of the board under the CSPA
- The difference between governance and police operations
- The board’s responsibility for oversight of the Chief

This helps the public understand what the board actually does.

**B. Board Members**

Information should include:

- Names of board members
- Appointment category (municipal, provincial, community, or First Nations representation where applicable)
- Term of appointment
- Chair designation

Recommended additions:

- Member biographies
- Relevant experience or community roles

### **C. Board Meetings**

Websites should publish:

- Annual meeting calendar
- Meeting agendas
- Meeting minutes
- Record of decisions or resolutions

Best practice includes posting agendas before meetings and minutes shortly after they are approved.

Public meetings are a central accountability mechanism.

### **D. Strategic Plan**

Boards establish priorities for policing in their communities.

Websites should publish:

- The current strategic plan
- Community safety priorities
- Key outcomes or goals

This allows the public to understand **what the police service has been directed to achieve.**

### **E. Board Policies and Governance Documents**

Boards provide policy direction to the Chief.

Websites should include:

- Governance bylaws
- Board governance policies
- Codes of conduct
- Committee structures where applicable

These documents demonstrate how the board governs.

### **F. Annual Reports**

Boards should publish:

- Annual reports
- Strategic / Local Action plan progress updates
- Major governance activities completed during the year

Annual reports help communicate the impact of board oversight.

## **G. Budget and Financial Information**

Transparency around policing costs is important to public trust.

Websites should include:

- Approved police service budget
- Board operating budget where applicable
- Budget summaries that explain major cost drivers

## **H. Public Complaints and Accountability**

Boards should provide information about complaint processes and oversight bodies.

This may include links to:

- Law Enforcement Complaints Agency
- Inspectorate of Policing

Providing clear information helps the public understand how concerns about policing can be addressed.

## **I. Community Engagement**

Boards are responsible for understanding community safety priorities.

Websites should include:

- Public consultation opportunities
- Community surveys where applicable
- Contact information for the board administrator

## **5. Website Usability and Accessibility**

Transparency only works if the information is easy to find.

Board websites should follow these principles:

- The board section should be accessible within two clicks
- Navigation should clearly identify “Police Service Board” or “Police Governance Board”
- Documents should be organized and current
- Websites should comply with accessibility requirements

Poorly organized websites undermine transparency even when information is technically available.

## **Transparency and Content Updates**

Board websites should be maintained as living governance resources. In some cases, materials may be under development or in the process of being updated. Transparency is best supported when this is communicated clearly rather than delaying publication until materials are finalized.

Boards may consider using simple notices such as:

- “Document under development”
- “Update in progress”
- “Content currently under review”
- “Updated version to be posted following board approval”

Providing this context helps ensure that members of the public understand that governance work is ongoing.

Waiting until all materials are finalized before posting them may unintentionally limit transparency. Clear notices allow boards to communicate progress while maintaining accuracy.

## **6. Common Transparency Gaps**

Across Ontario, common issues include:

- No dedicated board webpage
- Outdated information or meeting materials
- Missing strategic plans
- Limited explanation of the board’s role
- Lack of governance documents

These gaps create the impression that governance is inactive or inaccessible.

## **7. Why This Matters**

Transparency supports public confidence in policing.

When governance activity is visible, communities can see:

- How priorities are set
- How resources are used
- How the police service is held accountable

A well-structured board website demonstrates that governance is functioning as intended.

**8. Board Website Transparency Self Reflection Tool**

Board websites are often the first-place members of the public look for information about police governance. Periodic review of website content can help ensure that governance activity is visible, understandable, and accessible to the community.

Boards may wish to review the elements below annually or when updating governance materials.

Score each item using the scale below.

1 = Not Present

2 = Present but Limited or Incomplete

3 = Clearly Available and Up to Date

Area	Transparency Element	1	2	3
Governance Role	Website explains the board’s role under the Community Safety and Policing Act, 2019	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Governance Role	Website explains the distinction between police governance and police operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Governance Role	Website explains the relationship between the board and the Chief of Police or OPP Detachment Commander	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board Composition	Names of board members are posted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board Composition	Appointment category of board members is identified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board Composition	Terms of appointment and board chair designation are identified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board Composition	Brief biographies or background information about board members are provided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board Meetings	Meeting calendar or schedule is available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board Meetings	Meeting agendas are posted prior to meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board Meetings	Approved meeting minutes are posted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board Meetings	Board decisions or resolutions are clearly documented	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic Direction	The board strategic plan is available on the website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic Direction	Community safety priorities are clearly described	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic Direction	Updates or reporting on progress toward strategic priorities are available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Area	Transparency Element	1	2	3
Governance Documents	Board bylaws are available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Governance Documents	Governance policies are available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Governance Documents	Codes of conduct or governance frameworks are available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial Transparency	The approved police service budget is available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial Transparency	Board operating budget is available where applicable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial Transparency	High level explanation of policing costs or financial priorities is provided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accountability	Information on how to raise concerns about policing is provided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accountability	Links to oversight bodies such as the Law Enforcement Complaints Agency are included	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accountability	Information about the board's role in complaints involving the Chief is provided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Engagement	Website explains how members of the public can attend or observe board meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Engagement	Website provides opportunities for community feedback or consultation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Engagement	Contact information for the board administrator or board contact is clearly provided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accessibility	Governance information is easy to locate on the website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accessibility	Documents are organized and current	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accessibility	Information is presented in accessible formats	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Interpreting Your Results

Add the scores from each row to determine an overall transparency score for the board website.

## ***AGENDA ITEM #9.2.***

<b>Score Range</b>	<b>Transparency Level</b>	<b>Description</b>
0–40	Basic	Limited governance information is available. Website transparency is minimal and may make it difficult for the public to understand the board’s role and activities.
41–70	Developing	Core governance information is available, but some materials may be incomplete, difficult to locate, or not regularly updated.
71–87	Governance Level	Website provides clear, organized, and accessible information demonstrating active governance and transparency.

Boards that reach the Governance Level typically provide consistent updates, clear explanations of governance roles, and accessible information that allows members of the public to understand how police governance is exercised in their community.

## Closed Meetings Under Community Safety & Policing Act Section 44

### Governance Guidance for Police Governance Boards

#### 1. Purpose

This guidance document provides police service boards with structured direction on the lawful use of closed meetings under Section 44 of the Community Safety and Policing Act, 2019.

It is intended to:

- Support alignment with statutory requirements
- Promote consistent and disciplined closed meeting practices
- Assist Chairs and Board Administrators in drafting compliant resolutions
- Reinforce transparency as a foundational governance principle

#### 2. Legislative Framework

Section 43 of the Community Safety and Policing Act provides that meetings of a police service board shall be open to the public, subject to limited exceptions.

Section 44 permits a board to hold a meeting or part of a meeting in closed session only where the subject matter falls within one of the enumerated grounds set out in Section 44(2).

Before moving into closed session, the board must pass a resolution in open session stating the fact of the closed meeting and the general nature of the matter to be considered.

Section 45 imposes a duty of confidentiality respecting matters considered in closed session, subject to statutory exceptions.

Closed session authority is therefore limited, conditional, and procedural.

#### 3. Core Principle: Open by Default

Meetings of police service boards are open to the public unless the subject matter of the discussion clearly falls within one of the statutory grounds set out in Section 44(2).

No guidance document can anticipate every factual scenario. Boards must assess each agenda item based on its specific subject matter and the statutory grounds set out in Section 44(2).

The determination is based on the substance of the discussion, **not**:

- The title of a report
- A “confidential” label
- Historical practice
- Political sensitivity
- Administrative convenience
- Anticipated public or media interest

Sensitivity alone is not a statutory ground for closure.

Closed session is an exception. Openness is the rule.

#### **4. Statutory Grounds for Closed Session**

A board may hold a meeting or part of a meeting in closed session only if the subject matter involves one or more of the following categories set out in Section 44(2):

[Note: Full legislative wording reproduced in Appendix A]

The grounds include:

- (a) Security of the property of the board
- (b) Personal matters about an identifiable individual, including members of the police service or employees of the board
- (c) Proposed or pending acquisition or disposition of land
- (d) Labour relations or employee negotiations
- (e) Litigation or potential litigation affecting the board
- (f) Advice subject to solicitor-client privilege or other privilege
- (g) Confidential information supplied by another government or First Nation
- (h) Confidential third-party commercial, financial, labour or technical information supplied in confidence
- (i) Confidential information belonging to the board that has monetary value
- (j) A position, plan, procedure, criteria or instruction to be applied to negotiations
- (k) Information that Section 8 of the Municipal Freedom of Information and Protection of Privacy Act would authorize a refusal to disclose
- (l) An ongoing investigation respecting the board

The subject matter must clearly align with one of these statutory categories in order to justify closure.

#### **5. Partial Closure and Split Reporting**

Where only part of a matter engages a statutory ground under Section 44(2), only that portion may properly be discussed in closed session.

Best practice includes:

- Placing the public portion of a report on the public agenda
- Separating protected content into a confidential appendix
- Clearly identifying the applicable Section 44(2) paragraph

Boards should avoid placing entire reports in closed session where only discrete elements qualify.

This approach supports both statutory compliance and public accountability and transparency.

## 6. Required Procedure Before Moving In Camera

Before entering closed session, the board must:

1. Identify the specific paragraph of Section 44(2) being relied upon.
2. Pass a resolution in open session.
3. State the general nature of the matter to be discussed.

Example:

“That the Board move into closed session pursuant to Section 44(2)(d) of the Community Safety and Policing Act to discuss labour relations matters relating to staffing reclassification.”

Broad or bundled references to multiple statutory grounds without tying them to the specific subject matter increase compliance risk.

## 7. Application Examples – Illustrative, Not Exhaustive

The following examples reflect common categories of matters considered by police service boards. They are illustrative and do not replace the requirement to assess each item based on its specific content and the statutory grounds set out in Section 44(2).

The default position under the CSPA is openness. Where only part of a matter engages a statutory ground, boards should consider partial closure and split reporting.

### **Strategic Plans, Business Plans, and Community Safety Planning**

Board-approved strategic plans, community safety and well-being plans, detachment board plans, and related planning frameworks are governance and accountability documents and are generally appropriate for open session and once complete are posted to the board website.

Partial closure may apply only where discussion includes negotiation strategy, confidential third-party information supplied in confidence, security-sensitive operational vulnerabilities, or privileged legal advice.

### **Performance Data and Metrics Reporting**

Aggregate performance data, key performance indicators, service levels, compliance reporting, response times, and system-level analytics are oversight tools and are generally appropriate for open session.

Partial closure may apply where reporting includes identifiable individuals, ongoing investigations, law enforcement sensitive information, or privileged advice.

### **Budgets, Financial Reports, and Variance Reporting**

Operating and capital budgets, quarterly financial reports, year-end variance reports, and surplus transfers are core financial oversight functions and are generally considered in open session.

Closure may apply where discussion involves labour negotiations, litigation exposure, negotiation strategy, or confidential third-party commercial or financial information supplied in confidence.

### **Annual Reports and Board Accountability Reporting**

Annual board reports and service accountability reports are typically public-facing documents and should generally be considered in open session.

Closure may apply only where identifiable personal matters or privileged legal advice are embedded.

### **Complaints Reporting and Oversight**

Statistical summaries and system-level reporting respecting complaints are generally appropriate for open session.

Matters involving identifiable individuals, discipline, ongoing investigations, or privileged legal advice may properly be considered in closed session.

### **Chief of Police or Detachment Commander Employment Matters**

Performance evaluations, employment discussions, and other identifiable employment-related matters involving the Chief of Police or board employees are generally appropriate for closed session under personal matters or labour relations provisions.

### **Recruitment and Appointment Processes**

Process frameworks, timelines, and selection criteria are generally appropriate for open session.

Discussion of identifiable candidates, interview assessments, background information, or employment deliberations may properly be considered in closed session.

### **Board Policy Development**

Policy frameworks, governance policies, and by-law development are appropriate for open session and should be made available on your websites.

Closure may apply where discussion includes privileged legal advice or security-sensitive operational procedures.

### **Procurement, Contracts, and Intergovernmental Agreements**

Approval of contracts, agreements, and memoranda of understanding is generally appropriate for open session.

Closure may apply where discussion includes confidential third-party information supplied in confidence, negotiation strategy, or privileged legal advice.

### **Risk Management, Insurance, and Liability Matters**

Oversight reporting relating to risk management and insurance is generally appropriate for open session.

Closure may apply where discussion involves litigation exposure, privileged advice, or security vulnerabilities.

## **Asset Inventories, Infrastructure, and Technology**

High-level reporting on board assets, infrastructure, and technology strategy is generally appropriate for open session.

Closure may apply where discussion reveals security-sensitive vulnerabilities, technical system architecture, or information that may fall within Section 44(2)(a) or Section 44(2)(k).

## **Operational and Incident Reporting**

Aggregate operational reporting, including use-of-force trends or fleet summaries, is generally appropriate for open session.

Closure may apply where identifiable individuals, discipline, ongoing investigations, or law enforcement sensitive information are discussed.

## **Litigation and Legal Advice**

Updates respecting litigation, potential litigation, or advice subject to solicitor-client privilege are generally appropriate for closed session in accordance with Section 44(2)(e) or (f).

## **General Principle**

In all cases, the appropriate determination depends on the specific subject matter of the discussion. Boards should be able to identify the precise statutory ground relied upon and determine whether full closure or partial closure is warranted.

## **8. Accountability and Risk Considerations**

Closed meeting decisions may be subject to:

- Public scrutiny
- Media review
- Judicial review
- Legislative oversight

Boards should ensure that closed session decisions are:

- Clearly grounded in a specific statutory paragraph
- Proportionate to the protected interest
- Procedurally compliant
- Documented in a manner capable of explanation without disclosing protected information

Disciplined use of closed session reinforces public confidence and strengthens governance credibility.

## **9. Documenting Closed Session Proceedings and Reporting Out**

Closed session proceedings must be documented in a manner that demonstrates statutory compliance while protecting confidential content.

### **In-Camera Minutes**

Boards should ensure that minutes of closed sessions:

- Record the date, time, and location of the meeting
- Identify the specific Section 44(2) paragraph relied upon
- Reflect the general nature of the matter discussed
- Record motions, directions, or approvals made in closed session
- Avoid including unnecessary detail beyond what is required for governance record-keeping

Closed session minutes remain confidential in accordance with Section 45 of the Community Safety and Policing Act.

### **Reporting Back to Open Session**

Following closed session, boards typically pass a motion to rise and return to open session.

Where appropriate, boards may report in open session that:

- A matter was discussed pursuant to a specified Section 44(2) ground
- Direction was provided to administration
- A decision was made, without disclosing protected information

The purpose of reporting out is to maintain transparency regarding board action while respecting statutory confidentiality obligations.

### **Recording Decisions**

Where a formal decision is made in closed session, boards should ensure that:

- The existence of the decision is reflected in the public record, where doing so does not compromise the protected interest
- The statutory ground relied upon is documented in the closed session minutes

Example of public record notation:

“In closed session, the Board provided direction respecting labour relations matters pursuant to Section 44(2)(d) of the Community Safety and Policing Act.”

This approach maintains procedural clarity and reinforces public accountability without disclosing confidential content.

### **Balance of Transparency and Confidentiality**

Boards must balance two statutory obligations:

- Conducting meetings openly wherever possible
- Maintaining confidentiality over matters properly considered in closed session

Clear and proportionate documentation supports both obligations and strengthens governance credibility.

**APPENDIX A**

**Section 44(2) – Statutory Grounds with Governance Interpretation**

The following table reproduces the statutory grounds for closed session under Section 44(2) of the Community Safety and Policing Act and provides a governance-focused interpretation to assist boards in applying the provisions appropriately.

Boards must assess each matter based on its specific subject matter and the full wording of the statute.

<b>Section</b>	<b>Legislative Wording</b>	<b>Governance Interpretation</b>	<b>Typical Board Applications</b>
44(2)(a)	Security of the property of the board	Applies where disclosure could reasonably compromise physical or technological security of board assets or infrastructure.	Security system vulnerabilities, sensitive infrastructure layouts, cybersecurity architecture weaknesses.
44(2)(b)	Personal matters about an identifiable individual, including members of the police service or any other employee of the board	Applies only where the discussion reveals information about a specific identifiable person. Aggregate or anonymized information does not generally qualify.	Chief performance evaluations, named discipline matters, identifiable employee issues.
44(2)(c)	Proposed or pending acquisition or disposition of land by the board	Applies where disclosure could prejudice the board’s position in property transactions.	Purchase or sale of board-owned property prior to completion.
44(2)(d)	Labour relations or employee negotiations	Applies to collective bargaining matters, employment negotiations, or labour strategy discussions.	Collective agreement strategy, employment terms negotiations.
44(2)(e)	Litigation or potential litigation affecting the board, including matters before administrative tribunals	Applies where active or reasonably anticipated legal proceedings exist.	Ongoing civil litigation updates, tribunal matters, potential claims discussions.
44(2)(f)	Advice that is subject to solicitor-client privilege or any other privilege under the law of evidence	Applies to confidential legal advice. The existence of legal expense alone does not automatically engage privilege.	Legal counsel advice, privileged risk assessments.

<b>Section</b>	<b>Legislative Wording</b>	<b>Governance Interpretation</b>	<b>Typical Board Applications</b>
44(2)(g)	Information explicitly supplied in confidence to the board by Canada, a province or territory or a Crown agency of any of them, or by a First Nation	Applies where another government body has clearly supplied information in confidence.	Confidential correspondence from provincial ministries or First Nations.
44(2)(h)	Trade secret or scientific, technical, commercial, financial or labour relations information supplied in confidence which could prejudice competitive position or negotiations	Applies to third-party information supplied in confidence where disclosure could reasonably cause competitive or negotiation harm.	Vendor pricing supplied in confidence, proprietary technical proposals.
44(2)(i)	Trade secret or scientific, technical, commercial or financial information that belongs to the board and has monetary value or potential monetary value	Applies to confidential board-owned intellectual or commercial assets.	Proprietary board-developed tools with commercial value.
44(2)(j)	A position, plan, procedure, criteria or instruction to be applied to negotiations	Applies to negotiation strategy, not to final decisions or approved agreements.	Bargaining strategy, contract negotiation parameters.
44(2)(k)	Information that Section 8 of the Municipal Freedom of Information and Protection of Privacy Act would authorize a refusal to disclose	Applies to law enforcement sensitive information where disclosure could interfere with investigations or reveal investigative techniques.	Sensitive operational methods, investigative vulnerabilities.
44(2)(l)	An ongoing investigation respecting the board	Applies where there is an active investigation directly concerning the board.	Active investigation into board-related conduct.

## APPENDIX B

### Model Resolution Templates

#### Closed Meeting Motions under Section 44 CSPA

The following templates are provided to assist boards in drafting resolutions that comply with Section 44(4) of the Community Safety and Policing Act.

Before moving into closed session, the Board must:

- Identify the specific paragraph of Section 44(2) relied upon
- Pass the motion in open session
- State the general nature of the matter

#### 1. General Template

“That the Board move into closed session pursuant to Section 44(2)(\_\_\_) of the Community Safety and Policing Act for the purpose of discussing [general nature of the matter].”

#### 2. Litigation or Potential Litigation

“That the Board move into closed session pursuant to Section 44(2)(e) of the Community Safety and Policing Act to receive an update respecting litigation affecting the Board.”

Where legal advice is also being received:

“...and pursuant to Section 44(2)(f) to receive advice subject to solicitor-client privilege.”

#### 3. Labour Relations or Employee Negotiations

“That the Board move into closed session pursuant to Section 44(2)(d) of the Community Safety and Policing Act to discuss labour relations matters.”

If negotiation strategy is involved:

“...and pursuant to Section 44(2)(j) to discuss a position or plan to be applied in negotiations.”

#### 4. Personal Matters About an Identifiable Individual

“That the Board move into closed session pursuant to Section 44(2)(b) of the Community Safety and Policing Act to discuss personal matters about an identifiable individual.”

Where employment matters overlap:

“...and pursuant to Section 44(2)(d) respecting employment-related matters.”

#### 5. Privileged Legal Advice

“That the Board move into closed session pursuant to Section 44(2)(f) of the Community Safety and Policing Act to receive advice subject to solicitor-client privilege.”

#### 6. Negotiation Strategy

“That the Board move into closed session pursuant to Section 44(2)(j) of the Community Safety and Policing Act to discuss a position, plan, or instruction to be applied in negotiations.”

**7. Security of Property**

“That the Board move into closed session pursuant to Section 44(2)(a) of the Community Safety and Policing Act to discuss matters relating to the security of the property of the Board.”

**8. Confidential Third-Party Information**

“That the Board move into closed session pursuant to Section 44(2)(h) of the Community Safety and Policing Act to discuss confidential third-party information supplied in confidence.”

**9. Law Enforcement Sensitive Information (MFIPPA s.8)**

“That the Board move into closed session pursuant to Section 44(2)(k) of the Community Safety and Policing Act to discuss information that Section 8 of the Municipal Freedom of Information and Protection of Privacy Act would authorize a refusal to disclose.”

**10. Ongoing Investigation**

“That the Board move into closed session pursuant to Section 44(2)(l) of the Community Safety and Policing Act to discuss an ongoing investigation respecting the Board.”

**11. Motion to Rise and Report**

“That the Board rise from closed session and return to open session.”

Optional:

“That the Chair report on the general nature of matters considered in closed session, as appropriate.”

**APPENDIX C**

**Closed Meeting Decision Matrix**

**Operational Reference Tool**

This matrix is intended to support boards and administrators in assessing common agenda items against Section 44(2).

It is illustrative and does not replace the requirement to assess each matter based on its specific content.

<b>Typical Matter</b>	<b>Default Position</b>	<b>Possible s.44(2) Grounds</b>	<b>Partial Closure Likely?</b>	<b>Key Considerations</b>
Annual Board Report	Public	(b), (f)	Yes	Identifiable personal matters or embedded legal advice only
Strategic or Business Plan	Public	(j), (h), (f)	Yes	Negotiation strategy, confidential third-party input
Community Safety Plan	Public	(j), (k)	Yes	Operational vulnerabilities may require limited closure
Budget Approval	Public	(d), (e), (j), (h)	Yes	Labour strategy, litigation exposure, confidential vendor data
Quarterly Financial Report	Public	(d), (e)	Rare	Only if tied to labour or litigation
Year-End Variance	Public	(d), (e), (j)	Rare	Strategy or litigation exposure only
Surplus Transfer	Public	(d), (j)	Rare	Only where labour negotiation strategy involved
Chief Performance Evaluation	Closed	(b), (d)	No	Identifiable employment matter
Chief Recruitment	Mixed	(b), (d)	Yes	Process public; candidate deliberations closed
Complaints Summary	Public	(b), (l), (k)	Yes	Statistics public; identifiable cases closed

## **AGENDA ITEM #9.2.**

<b>Typical Matter</b>	<b>Default Position</b>	<b>Possible s.44(2) Grounds</b>	<b>Partial Closure Likely?</b>	<b>Key Considerations</b>
Section 32 Oversight Reporting	Public	(b), (k), (f)	Yes	Identifiable individuals or sensitive operational detail
Staffing Complement (Aggregate)	Public	(b), (d)	Yes	Identifiable individuals or labour strategy
Legal Invoices (Totals)	Public	(f)	Yes	Detailed privileged descriptions may justify closure
Litigation Update	Closed	(e), (f)	No	Active or potential legal proceedings
Procurement Approval	Public	(h), (j), (f)	Yes	Confidential third-party pricing or negotiation strategy
Intergovernmental Agreement	Public	(g), (j), (f)	Yes	Negotiation strategy or confidential information supplied
Asset Inventory (High-Level)	Public	(a), (k)	Yes	Security vulnerabilities may justify closure
Technology / Cybersecurity	Public	(a), (k)	Yes	Sensitive system architecture
Risk Management Report	Public	(e), (f)	Yes	Litigation exposure or privileged advice
Fleet Collision Summary	Public	(b), (l), (k)	Yes	Identifiable individuals or ongoing investigations
Use of Force Summary	Public	(b), (k), (l)	Yes	Identifiable individuals or investigative sensitivity
Workplace Investigation (Board-Level)	Closed	(b), (e), (f)	No	Identifiable individuals, legal exposure

MEMORANDUM OF UNDERSTANDING

Administrative Support Services

Between

[Name of Police Services Board or OPP Detachment Board]

And

[Name of Municipality]

1. Purpose

This Memorandum of Understanding sets out the understanding between the [Board Name] and the [Municipality Name] regarding the provision of administrative support services to the Board.

The Board is a statutory governance body established pursuant to the Community Safety and Policing Act, 2019. The Municipality provides administrative support to enable the Board to fulfill its legislated responsibilities.

This MOU is intended to:

- a) Clarify the scope of administrative support provided to the Board
- b) Align administrative support with the Board's governance responsibilities
- c) Establish clear expectations and defined outputs
- d) Support transparency in governance workload and resource planning
- e) Preserve the employment relationship between the Municipality and the assigned staff member

This MOU does not alter the employment status of any municipal employee.

2. Governance Framework and Allocation of Responsibilities

The Board fulfills its governance responsibilities pursuant to applicable legislation, its procedural by-law, and any Terms of Reference, annual work plans, or internal policies adopted by the Board.

The Board may review the Guide for Police Governance Board Administrators or other governance resources to assist in identifying required governance administration functions.

The Board determines, through its internal governance processes, which functions are:

- a) Retained by the Board or its members
- b) Assigned to the Administrator
- c) Supported by municipal staff or external service providers

This MOU reflects the administrative functions assigned to the Administrator at the time of execution and may be reviewed if those allocations change.

3. Scope of Administrative Support

The Municipality agrees to provide administrative support services aligned with the Board's legislated mandate, procedural by-law, and any governance framework adopted by the Board.

Administrative support assigned under this MOU may include, but is not limited to:

a) Meeting and Agenda Administration

- Scheduling regular and special meetings
- Preparing and distributing agendas and supporting materials in accordance with Board procedures
- Recording, maintaining, and distributing minutes
- Maintaining a record of resolutions and decisions

b) Records Management and Retention

- Maintaining official Board records
- Supporting compliance with records retention requirements
- Organizing and maintaining governance documentation

c) Governance Calendar and Compliance Tracking

- Tracking policy review cycles
- Monitoring recurring governance obligations
- Supporting documentation required under applicable legislation or regulation

d) Policy and Governance Documentation

- Formatting and maintaining governance policies
- Tracking amendments, approval dates, and version control
- Supporting publication of approved policies where required

e) Financial and Budget Coordination

- Assisting with preparation of the Board's annual budget submission
- Tracking Board-related expenditures
- Coordinating with municipal finance staff regarding Board accounts

f) Member Orientation and Training Support

- Coordinating onboarding materials for new members
- Maintaining records of training and development activities
- Supporting logistics for Board education initiatives

g) Communications and Public Access Requirements

- Posting required public notices
- Managing Board-related correspondence
- Supporting maintenance of public-facing Board information

The specific duties and outputs shall reflect the size, complexity, and approved governance responsibilities of the Board.

#### 4. Defined Expectations and Outputs

Administrative support under this MOU is tied to defined governance outputs, which may include:

- a) Timely preparation and distribution of meeting materials
- b) Accurate and complete minutes and official records
- c) Maintenance of current governance policies and documentation
- d) Tracking of assigned compliance or reporting requirements

- e) Coordination of annual budget documentation
- f) Maintenance of required public documentation

The Board may periodically review these outputs to ensure alignment with its governance obligations and workload.

#### 5. Level of Administrative Support

The parties acknowledge that the administrative support provided under this MOU reflects the Board's current governance workload.

The parties may:

- a) Document an estimated average number of hours per month allocated to Board support;
- b) Establish a range of expected administrative support hours; or
- c) Commit to periodic workload assessments to ensure alignment between governance responsibilities and administrative capacity.

Nothing in this section requires formal time tracking unless mutually agreed.

#### 6. Functional Direction and Employment Authority

The assigned staff member remains an employee of the Municipality and is subject to municipal employment policies and supervision.

For purposes of governance administration:

- a) The Board Chair may provide functional direction regarding Board-related tasks and priorities;
- b) The Municipality retains authority over employment matters, including performance management, compensation, and discipline;
- c) The Board may provide feedback to the Municipality regarding the adequacy of administrative support in relation to governance needs and defined outputs.

#### 7. Budget and Resource Planning

The parties acknowledge that administrative support to the Board is funded through the municipal budget process.

Where appropriate, the parties may:

- a) Identify the estimated cost allocation associated with Board support;
- b) Review resource levels during the annual budget cycle;
- c) Initiate discussion where legislative changes, expanded Board responsibilities, or increased governance workload materially affect administrative capacity.

#### 8. Review and Amendment

This MOU shall be reviewed at least once every [one or two] years, or sooner if:

- a) The Board's governance framework is materially revised;
- b) Legislative or regulatory changes significantly increase governance obligations;
- c) Either party identifies a need to reassess administrative capacity or defined outputs.

Amendments shall be made in writing and approved by both parties.

9. General

This MOU reflects the good faith understanding of the parties regarding administrative support to the Board. It does not create an employment contract and does not limit the statutory authority of the Board or the Municipality.

Signed this \_\_\_ day of \_\_\_\_, **20**.

For the Board:

Name

Title

For the Municipality:

Name

Title

## Administrative Support and Governance Capacity Guidance for Police Services Boards and OPP Detachment Boards

### 1. Why This Conversation Is Emerging Now

Police governance in Ontario has evolved under the Community Safety and Policing Act, 2019. Boards are expected to demonstrate procedural discipline, maintain current governance policies, document decisions appropriately, and meet reporting and compliance obligations.

For many boards, especially small and medium-sized boards and OPP Detachment Boards, administrative support is provided by a municipal employee as part of broader duties. Over time, governance responsibilities may increase without a corresponding review of administrative capacity.

This guidance supports boards in:

- Understanding the governance work that must be done
- Determining who is responsible for that work
- Assessing whether administrative capacity aligns with expectations
- Entering into a clear and constructive discussion with municipal partners where needed

This is a planning and sustainability discussion, not a performance management exercise.

### 2. Police Boards Are Not Committees of Council

Police services boards and OPP detachment boards are statutory governance bodies established under provincial legislation. They are funded through municipal processes, but they are not committees of council.

Unlike committees of council, boards have distinct statutory responsibilities and governance obligations. As such, boards should periodically assess whether the administrative support model in place is sufficient to meet their legislated duties.

### 3. Step One: Identify the Governance Work That Must Be Done

Boards should begin by reviewing:

- Applicable legislation and regulatory obligations
- Their procedural by-law
- Any Terms of Reference, annual work plans, or internal policies
- The Guide for Police Governance Board Administrators

The Administrator Guide outlines recommended governance administration practices. It does not automatically assign all responsibilities to the administrator. Boards should determine which governance functions apply to their circumstances.

Common governance administration functions include:

- Meeting coordination and documentation
- Records management and retention
- Policy tracking and version control

- Compliance and reporting tracking
- Budget coordination
- Member onboarding and training coordination
- Public notices and documentation management

#### 4. Step Two: Determine Who Is Responsible

Once governance functions are identified, boards should formally determine whether each function will be:

- Performed by the Administrator
- Retained by the Board Chair
- Assigned to a Board committee
- Supported by municipal staff
- Outsourced to external service providers

This intentional allocation of responsibilities should be documented through Board policy, meeting minutes, or internal governance records.

The goal is clarity, not expansion.

#### 5. Step Three: Assess Administrative Capacity

After responsibilities are allocated, boards should assess whether the current administrative support model aligns with:

- The volume of governance work
- The frequency of meetings
- The complexity of compliance tracking
- Emerging regulatory or reporting requirements

Boards may consider:

- Estimating average monthly hours required for governance support
- Identifying peak workload periods
- Reviewing changes in responsibilities over time

This assessment may be informal or structured. The objective is visibility.

#### 6. When to Consider a Memorandum of Understanding

A board may consider entering into a Memorandum of Understanding with its municipality where:

- Governance responsibilities have increased
- Administrative expectations have evolved
- Workload has become unclear or inconsistent
- Budget planning discussions require clearer documentation
- There is a desire to formalize defined expectations and outputs

The MOU template provided is intended to support constructive alignment between governance responsibilities and administrative capacity. It does not alter employment relationships and does not mandate time tracking.

### 7. Alignment with the Guide for Police Governance Board Administrators

The Administrator Guide describes recommended administrative practices that support effective governance.

The MOU template is designed to:

- Clarify which of those practices are assigned to the Administrator
- Establish defined outputs
- Support transparency in workload and resource planning

Boards are encouraged to review the Guide in conjunction with this guidance to ensure that expectations and capacity are aligned.

### 8. Planning for the Future

Governance expectations may evolve. Boards may wish to review administrative capacity:

- During annual budget discussions
- When revising governance frameworks
- Following legislative or regulatory changes
- When workload increases materially

Clear documentation of governance responsibilities and administrative expectations supports sustainable planning and informed budget discussions.

This is not about replicating municipal council structures. It is about ensuring that statutory governance bodies have sufficient clarity and capacity to meet their obligations.

## **Municipal Police Service Board Annual Governance Cycle & Workplan Framework**

### **1.0 Scope**

#### **Purpose**

This framework offers a practical calendar year view of activities that Municipal Police Service 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 reflect local meeting schedules and updated each year to track completion of key governance activities.

#### **Key Pillars**

Governance and Strategic Direction  
Chief Performance and Accountability  
Financial Stewardship  
Community Engagement and Transparency  
Compliance and Risk Oversight  
Continuity and Board Development

#### **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 consult these resources for examples, templates, and emerging governance practices.

#### **Disclaimer**

This document is a voluntary planning aid. It is not a legal or regulatory requirement and does not replace statutory obligations under the Community Safety and Policing Act, 2019.

### **2.0 USER GUIDE**

#### **2.1 How to Use This Framework**

##### **Adopt annually**

Boards may choose to confirm or update their annual governance workplan at the beginning of each year using this framework as a reference.

##### **Customize**

Boards may adapt the framework to match local meeting schedules and governance practices.

##### **Track progress**

Boards may record when activities are completed to support continuity and future planning.

## **Consider preparation timelines**

Many governance activities require preparation well in advance of statutory deadlines. Boards may find it helpful to identify information and discussion requirements early in the governance cycle.

## **Carry forward**

Boards may maintain governance records and transition notes each year to support continuity when board membership changes.

## **2.2 Meeting Cadence**

Police service boards determine their own meeting schedules in accordance with their procedural by law and applicable legislation.

Some boards may choose to meet more frequently or hold working sessions between meetings to maintain oversight and ensure timely governance decisions.

This framework illustrates how governance activities may be distributed throughout the year while allowing flexibility for local practice.

## **2.3 Strategic Planning Cycles**

Many police services operate under multi year strategic plans.

Boards may incorporate strategic planning activities into the governance cycle in different ways depending on where they are in the planning cycle. Strategic planning years may include consultation, environmental scanning, and development of new priorities. Other years may focus on reviewing progress against existing strategic priorities.

## **2.4 Municipal Election Cycles**

Municipal elections occur every four years and may result in changes to board membership.

Boards may find it helpful to begin preparing transition materials in the year prior to a municipal election to support continuity. This may include updating governance records, documenting current priorities, and preparing orientation materials for incoming members.

## **2.5 Continuity and Governance Records**

Boards may maintain a continuity file or digital record that includes governance documents such as bylaws, policies, meeting records, training records, and annual reports.

Maintaining these records supports continuity during membership transitions and assists future boards in understanding previous decisions and priorities.

**3.0 ANNUAL GOVERNANCE CYCLE TABLE**

The following table illustrates how common governance activities may align across a calendar year for municipal police service boards. The timing shown reflects typical preparation and reporting cycles, including annual reporting, financial planning, and performance oversight.

Boards may adapt the timing and sequencing of these activities to reflect their local meeting schedules, governance practices, and strategic planning cycles. Some boards may choose to address certain topics through working sessions or briefings between formal meetings.

Many governance activities require preparation well in advance of formal decisions or reporting deadlines. Boards may find it helpful to consider information needs, discussion timing, and community engagement opportunities earlier in the governance cycle to support informed decision making and effective oversight.

This framework is intended to support planning, continuity, and transparency in board governance.

<b>Quarter</b>	<b>Month / Period</b>	<b>Governance Focus</b>	<b>Board Work and Decisions</b>	<b>Preparation or Inputs Required</b>	<b>Forward Planning Signals</b>
<b>Q1</b>	January	Direction and continuity	Review previous year policing outcomes and governance activities. Confirm submission of the Chief performance evaluation for the previous year. Approve the annual meeting schedule and governance workplan. Confirm training and orientation needs for members.	Year end operational performance data. Strategic plan progress updates. Community safety indicators.	Boards may begin identifying materials required for future board orientation and governance transition planning.
<b>Q1</b>	February – March	Strategic alignment and oversight	Review operational trends and community safety priorities. Confirm alignment between policing priorities and the Community Safety and Well Being Plan. Review governance policies and bylaws to determine	Operational performance reports. Community safety data. Strategic plan indicators.	If entering a strategic planning year, boards may begin environmental scanning and consultation planning.

## **AGENDA ITEM #9.2.**

<b>Quarter</b>	<b>Month / Period</b>	<b>Governance Focus</b>	<b>Board Work and Decisions</b>	<b>Preparation or Inputs Required</b>	<b>Forward Planning Signals</b>
			whether updates may be required.		
<b>Q2</b>	April – June	Public accountability and transparency	Review and approve the Annual Police Service Report. Provide the Annual Report to municipal council and make it publicly available. Review operational performance trends and policing outcomes.	Operational performance summaries. Community engagement information. Governance activity records.	Boards may begin identifying community engagement or consultation opportunities that could inform future strategic planning or priority setting.
<b>Q3</b>	July – September	Financial stewardship and risk oversight	Review operational trends and emerging risks affecting community safety. Review financial projections and begin discussion of the next year police service budget. Review governance policies scheduled for periodic review.	Financial forecasts. Operational trend data. Service resource planning information.	In the year prior to a municipal election, boards may begin preparing governance transition materials and documenting current board priorities.
<b>Q4</b>	October – December	Evaluation and governance renewal	Conduct the Chief of Police performance evaluation. Review progress against strategic priorities. Conduct a board self assessment or governance reflection. Identify governance priorities for the coming year.	Performance evaluation information. Strategic plan progress data. Community safety indicators.	In municipal election years, boards may prepare transition documentation and governance orientation materials for incoming members.
<b>Ongoing</b>	Throughout the Year	Community awareness,	Maintain awareness of community safety	Community feedback.	Information gathered throughout the year may

## **AGENDA ITEM #9.2.**

<b>Quarter</b>	<b>Month / Period</b>	<b>Governance Focus</b>	<b>Board Work and Decisions</b>	<b>Preparation or Inputs Required</b>	<b>Forward Planning Signals</b>
		transparency, and compliance oversight	concerns, policing trends, and compliance with provincial policing standards through reports and briefings. Support transparency by sharing appropriate governance information with municipal councils and the public.	Operational reports. Regulatory or policy updates.	inform strategic planning, policy review, and future governance priorities.

## **4.0 APPENDICES**

The appendices provide supporting definitions, examples, and practical tools that boards may adapt to their local context. These materials are optional planning aids and may be customized by each board as needed.

### **Appendix A Glossary of Key Terms**

This appendix helps newer board members understand common governance language.

#### **Adequate and Effective Policing**

The standard established under the Community Safety and Policing Act that municipalities must ensure appropriate policing services are provided to meet community safety needs.

#### **Annual Police Service Report**

A public report summarizing policing activities, governance oversight, and community safety outcomes from the previous year.

#### **Board Workplan**

The annual schedule of governance discussions and oversight activities used by the board to organize its work.

#### **Chief of Police**

The individual responsible for managing police service operations and reporting to the board on performance, priorities, and resource needs.

#### **Community Safety and Well Being Plan**

A municipally led plan identifying local safety priorities and coordination among community partners.

#### **Strategic Plan**

A multi year plan outlining the police service's priorities, goals, and objectives.

#### **Public Engagement**

Activities that provide opportunities for community input and transparency regarding policing priorities.

#### **Transition and Orientation**

The process of preparing new board members with governance records, policies, and context to support continuity.

**Appendix B****Sample Annual Governance Workplan**

<b>Month</b>	<b>Governance Focus</b>	<b>Example Discussion Topics</b>
January	Governance direction and continuity	Review previous year policing outcomes and governance activities. Confirm submission of the Chief performance evaluation. Approve annual board meeting calendar and governance workplan. Review board training and orientation needs.
February	Strategic awareness	Review community safety priorities and emerging policing issues. Consider alignment between policing priorities and the Community Safety and Well Being Plan.
March	Operational oversight	Review operational performance trends and service priorities. Discuss strategic plan progress and any emerging community safety concerns.
April	Public accountability preparation	Review information and data that will inform the Annual Police Service Report. Discuss community engagement or transparency opportunities.
May	Annual reporting preparation	Review draft Annual Police Service Report and supporting information. Consider any revisions prior to final approval.
June	Public reporting and transparency	Approve and release the Annual Police Service Report. Provide report to municipal council and make it publicly available.
July	Risk awareness and governance oversight	Review operational trends and emerging risks affecting community safety. Discuss strategic priorities and service developments.
August	Financial awareness	Review policing resource needs and service pressures that may affect future budgeting discussions.
September	Budget discussion	Review financial projections and begin discussion of the next year police service budget. Consider operational and strategic priorities that may influence budget planning.
October	Governance oversight	Review policing performance trends and compliance awareness. Review governance policies scheduled for periodic review.
November	Evaluation preparation	Review information that will inform the Chief of Police performance evaluation and discuss strategic plan progress.
December	Governance renewal and transition	Conduct Chief performance evaluation. Review governance practices and identify priorities for the coming year. Prepare governance transition materials if board membership changes are expected.

**Appendix C  
Governance Continuity Checklist**

<b>Area</b>	<b>Governance Task</b>	<b>Timing / Frequency</b>	<b>Status / Notes</b>
Meeting Coordination	Confirm board meeting schedule for the upcoming year.	January	
Meeting Coordination	Ensure meeting notices and agendas are prepared and circulated in accordance with the board's procedural by law.	Each meeting	
Meeting Coordination	Maintain record of meeting minutes and ensure approved minutes are available for the public record where appropriate.	Ongoing	
Records Management	Maintain governance records including bylaws, policies, meeting minutes, workplans, and reports.	Ongoing	
Records Management	Maintain secure storage for confidential governance records such as performance evaluations and sensitive correspondence.	Ongoing	
Public Reporting	Ensure the Annual Police Service Report is approved and provided to municipal council and made publicly available.	Annually	
Governance Awareness	Maintain a record of board orientation and training activities for all members.	Ongoing	
Governance Awareness	Track board participation in governance training opportunities or conferences.	Ongoing	
Strategic Awareness	Maintain awareness of strategic plan progress and relevant community safety priorities.	Ongoing	
Transition Preparation	Prepare governance records and orientation materials for incoming board members when membership changes occur.	Election year or transition periods	
Transition Preparation	Maintain updated contact lists, governance records, and key documents to support board continuity.	Ongoing	

## ***AGENDA ITEM #9.2.***

Boards may find additional governance tools, templates, and guidance through the PGO Member Portal and Governance Insights library.

These resources offer practical examples and emerging governance practices that complement this planning framework.

## NEW BOARD MEMBER ORIENTATION CHECKLIST

### Post-Mandatory Training

#### Purpose

This checklist outlines the minimum information a new board member needs to participate confidently and effectively after completing mandatory training. Mandatory training explains the legislative framework. Orientation explains how this board operates locally.

#### How to use

This checklist can be used as a guided orientation conversation and as a reference document for the new member.

### 1. Governance Context and Strategic Direction

#### What to cover

- Board strategic plan and priorities
- Community Safety and Well-Being Plan and its relevance to policing governance
- Key local risks and pressures reflected in these plans
- Top governance priorities for the current year

#### Why this matters

New members need a practical understanding of the board's local governance context and priorities without needing operational policing expertise.

### 2. Board Structure and Decision-Making

#### What to cover

- Board composition and appointment structure
- Role of the Chair, Vice-Chair, and members
- Committee structure, mandates, and reporting
- Role of the board administrator and any staff supports
- How decisions move from discussion to motion to resolution

#### Why this matters

Clear structure prevents confusion and supports confident, effective participation.

### 3. Governance Documents and Authorities

#### What to cover

- Board bylaws and procedure bylaw
- Key governance and accountability policies
- Delegation of authority and signing authorities

- Code of conduct and complaint-related governance policies
- Any audit or Inspectorate feedback relevant to board governance, if applicable

Why this matters

These documents define what the board can, cannot, and must do. They are the foundation for accountable decision-making.

#### **4. Financial Oversight and Planning**

What to cover

- Structure of the police budget and major cost drivers
- Board role in budget approval and ongoing financial oversight
- Budget cycle timelines and key decision points
- Relationship to municipal or band budget processes
- How financial information is presented and how questions are handled

Why this matters

Financial oversight is a core board responsibility and a common gap for new members.

#### **5. Board Operations and Meeting Practices**

What to cover

- How agendas are developed and approved
- How to read and use briefing materials and reports
- Motion process, voting, and recording decisions
- In-camera meetings, confidentiality, and minutes
- Expectations for meeting preparation and participation

Why this matters

Understanding how the board operates turns knowledge into effective participation.

#### **6. Ethics, Conduct, and Risk Management**

What to cover

- Conflict of interest expectations and examples
- Code of Conduct, Board Culture and how we treat each other (Rules of Engagement)
- Confidentiality obligations and practical do's and don'ts
- Media and public communication boundaries
- Personal liability and protections

- How concerns are raised, documented, and addressed

Why this matters

Ethics and risk are not abstract. Clear expectations protect the board and individual members.

### **7. Board and Police Leadership Relationship**

What to cover

- Governance versus management boundaries
- Oversight and accountability responsibilities
- Performance evaluation processes and timelines
- How issues are raised and escalated appropriately
- Expectations for professional working relationships

Why this matters

This relationship is foundational to effective governance and public trust.

### **8. Stakeholders and External Accountability**

What to cover

- Relationship with council or band leadership
- Police Service Advisor or OPP liaison, if applicable
- Inspectorate of Policing expectations, if applicable
- Community engagement responsibilities and how they are supported

Why this matters

Boards operate within a broader accountability system. New members need to understand who the board interacts with and why.

### **9. Current Priorities and Active Files**

What to cover

- Active initiatives and timelines
- Upcoming decisions the board will be asked to make
- Known sensitivities or high-risk issues
- What success looks like this year

Why this matters

This accelerates onboarding and helps new members contribute sooner.

### **10. Practical Guidance for New Members**

### What to cover

- How to prepare efficiently for meetings
- What good governance questions sound like
- How to disagree constructively and stay on track
- When to request more information and how
- Who to contact between meetings when unsure

### Why this matters

Confidence comes from knowing how to participate well and where to go for support.

POLICE GOVERNANCE ONTARIO  
Administrator's Handbook



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

Edition 1  
December 2025

Preface

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

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

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## CHAPTER 1: INTRODUCTION TO THE HANDBOOK

### Purpose and Audience

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

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

### How to Use This Handbook

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

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

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

### Acknowledgements and Recognition of Supporters

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

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

## **CHAPTER 2: THE ADMINISTRATOR'S ROLE IN POLICE GOVERNANCE**

Topic: Understanding the Centrality of the Administrator in Civilian Oversight

### 1. What is the Role of an Administrator?

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

Key aspects of the administrator's role typically include:

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

### 2. Why is This Role Crucial?

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

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

### 3. How Does the Administrator Fulfill This Role?

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

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

## **AGENDA ITEM #9.2.**

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

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

#### 4. Avoiding Common Pitfalls for the Administrator's Role

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

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

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

## **CHAPTER 3: REPORTING, ACCOUNTABILITY AND PERFORMANCE EVALUATION**

Topic: Overview of Reporting Responsibilities in Police Governance

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

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

### Types of Reporting Managed by the Administrator

#### 1. Operational and Community Safety Reporting

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

#### 2. Financial Reporting

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

#### 3. Human Resources Related Reporting

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

#### 4. Compliance Reporting

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

### 5. Strategic and Planning Reporting

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

### 6. Supporting Accountability Under the CSPA

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

Key responsibilities include:

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

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

### Supporting Chief and Detachment Commander Performance Evaluation

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

Administrator responsibilities can include:

- Coordinating the annual review timeline and required documents

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

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

### Monitoring Board Priorities and Governance Outcomes

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

Typical responsibilities include:

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

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

### Importance of Strong Reporting Systems

Strong reporting systems advance governance in several key ways:

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

## ***AGENDA ITEM #9.2.***

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

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

## **CHAPTER 4: BOARD MEETINGS AND PROCEDURAL COMPLIANCE**

Topic: Ensuring Effective and Compliant Board Meetings

### 1. The Importance of Well-Managed Meetings

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

Key elements of well-managed meetings include:

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

### 2. Why Effective Meeting Management Matters

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

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

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

### 3. The Administrator's Role in Meeting Management

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

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

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

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

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

#### **4. Avoiding Common Pitfalls for Meeting Management**

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

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

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

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

## **CHAPTER 5: INFORMATION MANAGEMENT AND TRANSPARENCY**

Topic: Managing Information for Effective Governance and Public Trust

### 1. The Importance of Information Management

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

Key aspects of information management include:

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

### 2. Why Effective Information Management Matters

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

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

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

### 3. The Administrator's Role in Information Management

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

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

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

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

#### 4. Avoiding Common Pitfalls for Information Management

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

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

## **AGENDA ITEM #9.2.**

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

## **CHAPTER 6: FINANCIAL MANAGEMENT**

Topic: Ensuring Prudent and Transparent Financial Oversight

### 1. Understanding Financial Management

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

Key aspects of financial management for a board include:

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

### 2. Why Sound Financial Management is Critical

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

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

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

### 3. The Administrator's Role in Financial Management

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

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

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

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

#### 4. Avoiding Common Pitfalls for Financial Management

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

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

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

## CHAPTER 7: BOARD MEMBER DEVELOPMENT & TRAINING

Topic: Ensuring Board Competence Through Training and Development

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

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

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

### 3. The Administrator's Role (How)

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

#### 1. Understanding Training Requirements:

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

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

### 2. Administration and Management of Mandatory Training:

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

### 3. Budgeting for Board Development:

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

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

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

### 5. Avoiding Common Pitfalls for Board Member Development & Training

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

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

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

## CHAPTER 8: BOARD ESTABLISHMENT & TRANSITIONS

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

1. The Requirement (What) & Board Type Applicability
  - CSPA Reference: The Community Safety and Policing Act, 2019 (CSPA) outlines the framework for the establishment of various types of Police Governance Boards.
    - Section 26 (Municipal Boards): Addresses the establishment of municipal Police Governance Boards where a municipality maintains its own police service.
    - Section 32 (First Nation Boards): Deals with agreements for establishing First Nation Police Governance Boards, including the "opt-in" process for First Nations to establish their own police service and board under the CSPA.
    - Section 69 (OPP Detachment Boards): This crucial section mandates the establishment of OPP Detachment Boards for municipalities and First Nations that contract for policing services with the OPP. It specifies the composition and governance structure for these boards.
    - Regulations: Specific details regarding the process of establishment, initial appointments, and any transitional provisions may be found in accompanying regulations (e.g., O. Reg. 135/24, Composition of OPP Detachment Boards).
  - Applicability by Board Type: This chapter is most directly applicable to OPP Detachment Boards as many communities are currently undergoing or have recently completed their formation. For Municipal and Opt-in First Nations Boards, the principles of smooth transition remain relevant during periods of new appointments or significant change.
2. Why This Matters (Why)
  - Legal Compliance: Helping ensure boards are properly established according to CSPA requirements is fundamental to their legal authority and operational legitimacy.
  - Effective Start-up: A well-managed establishment process helps ensure that a new board can become operational quickly and effectively, minimizing delays in fulfilling its mandate.
  - Clarity of Roles and Relationships: The formation period is critical for establishing clear roles, responsibilities, and effective working relationships between the

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

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

### 3. The Administrator's Role (How)

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

#### 1. Understanding the Establishment Process:

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

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

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

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

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

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

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

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

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

### 5. Avoiding Common Pitfalls for Board Establishment & Transitions

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

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

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

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

## CHAPTER 9: ESSENTIAL GOVERNANCE TOOLS & RESOURCES

Topic: Equipping Boards with the Foundational Instruments for Effective Governance

### 1. The Tools (What)

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

Key categories of essential governance tools and resources include:

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

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

### 2. Why This Matters (Why)

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

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

### 3. The Administrator's Role (How)

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

#### 1. Facilitating Policy Development and Review:

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

#### 2. Information Management and Accessibility:

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

- Ensure Public Access: Help ensure that all documents required to be made public by the CSPA (e.g., meeting schedules, minutes, and operational policies under CSPA Section 38(7)) are easily accessible and prominently displayed on the board's designated public platform (e.g., municipal/First Nation website or dedicated board website). Ensure compliance with accessibility standards (e.g., AODA).
  - Maintain Internal Accessibility: Ensure all board members have secure and easy access to all relevant governance documents and operational information, typically through a password-protected online portal or shared drive.
3. Supporting Compliance and Implementation:
- Policy Implementation: Assist the board in developing practical implementation plans for its adopted policies and by-laws. For example, for a new Code of Conduct, help plan how it will be formally introduced and reviewed annually.
  - Monitoring and Reminders: Regularly review the board's activities and discussions to ensure ongoing compliance with its adopted policies and procedural by-laws. Provide proactive reminders or discreet advice to the Chair and board members as needed to help maintain adherence.
  - Training Integration: Work to integrate knowledge of key board policies and governance tools into new member orientation and ongoing board development activities (as discussed in Chapter 6), ensuring all members understand their obligations and the board's operating framework.
4. Continuous Improvement and Resource Management:
- Stay Informed: Continuously monitor for changes in policing legislation, evolving best practices in civilian governance, and new resources, particularly those provided by the PGO. Subscribe to newsletters and participate in professional development opportunities relevant to governance.
  - Resource Advocacy: Advise the board on the value of investing in relevant software (e.g., secure board portal software), training, or external expertise that could enhance their governance capacity (e.g., legal advice on complex policy drafting, governance consultants).
  - Relationship Management: Maintain strong working relationships with municipal/First Nation clerks, legal counsel, and other police service board administrators to share best practices, exchange information, and help ensure consistency where appropriate across the sector.
5. Avoiding Common Pitfalls for Essential Governance Tools & Resources

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

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

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

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

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

Topic: Advanced Support for Board Effectiveness and Strategic Governance

### 1. The Executive Director's Distinct Role

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

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

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

### 2. Strategic Leadership and Board Development

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

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

### 3. Managing Board Dynamics and Conflict Resolution

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

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

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

#### 4. Advanced Stakeholder Engagement and Communication

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

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

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

### 5. High-Level Risk Management and Oversight

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

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

## APPENDIX A

### RESOURCE MATERIALS FOR POLICE GOVERNANCE BOARD ADMINISTRATORS

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

#### Resource Categories

1. General Resources for All Police Governance Boards

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

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

2. Resources for Municipal Police Governance Boards

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

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

3. Resources for First Nations Police Governance Boards

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

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

4. Resources for OPP Detachment Boards

These materials support boards operating within the OPP governance

framework. Examples include:

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

### 5. Administrator Tools

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

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

### 6. Governance Insights and Practice Notes

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

### 7. Website and Portal Supports

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

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

### Administrator Reminder

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

**APPENDIX B**

**CAO AND BOARD CHAIR RESOURCING ASSESSMENT CHECKLIST**

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

**TABLE 1. RESOURCING ADEQUACY ASSESSMENT**

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

## AGENDA ITEM #9.2.

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

**TABLE 2. RESOURCING OPTIONS & PRELIMINARY RECOMMENDATION**

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

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

**TABLE 3. IDENTIFIED CHALLENGES & OPPORTUNITIES**

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

**TABLE 4. FINAL JOINT RECOMMENDATION**

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

**APPENDIX C  
QUICK REFERENCE GUIDE FOR BOARD CHAIRS**

**Purpose**

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

**Chair Responsibilities**

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

**1. Meeting Leadership**

Ensure meetings follow the board's procedural by law.

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

Confirm quorum before meetings begin and throughout.

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

**2. Agenda Setting**

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

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

Prioritize strategic matters, mandatory requirements, and governance responsibilities.

**3. Relationship Stewardship**

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

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

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

**4. Governance Oversight**

Champion adherence to the Community Safety and Policing Act.

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

### **5. Public Transparency**

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

### **6. Conflict and Conduct Management**

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

### **Chair and Administrator Partnership**

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

#### **Work collaboratively on agenda planning.**

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

### **Chair's Strategic Checklist**

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

Questions to ask yourself:

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

### **Chair's Annual Responsibilities**

At least once per year, the Chair should:

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

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

### **When to Seek Support**

The Chair should seek guidance or additional support when:

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

