AGENDA
Deep River Police Service Board
October 29, 2026 – 5:30pm
Town Hall

1 Call To Order

2 Adoption of Agenda

Resolution 20261029-1 MOVED BY:
SECONDED BY:

BE IT RESOLVED THAT the agenda for the meeting of October 29, 2026 be approved as presented / amended.

3 Declarations of Pecuniary Interest

4 Minutes of Previous Meetings

4.1 Minutes from the Regular meeting of October 8, 2026

Resolution 20261029-2 MOVED BY:
SECONDED BY:

BE IT RESOLVED THAT the minutes from the Meeting of October 8, 2026 be approved as presented / amended.

5 Correspondence

Resolution 20261029-4 MOVED BY:
SECONDED BY:

BE IT RESOLVED THAT the items of correspondence listed below presented be received.

Date	Received From	Subject	Notes
2026-10-14	Township of Springwater	Township of Springwater Resolution C419-2026 re Huronia West OPP Resolution regarding Traffic Calming and Speed Mitigation Techniques	Resolution and letter sent to Premier Ford and various ministers' offices. The resolution calls for the province to support traffic calming measures in all municipalities, rather than only those which were affected by the ban on camera enforcement.

2026-10-20	Police Governance Ontario	Help Shpe PGO's New Learning Centre	Call for input into the PGO's new learning centre. Early access is being provided to various board training courses. Registration is required to participate – deadline to apply is November 9, 2026.
2026-10-22	Police Governance Ontario	PGO Virtual AI Summit	Call for registration to attend the PGO's virtual AI summit. Date: November 25, 2026 Time: 08:00 to 4:30 pm
2026-10-26	Police Governance Ontario	Crime Stoppers: considerations for boards and community communication	Options for responding to the Crime Stoppers data breach.

6 Actions arising from previous meetings

Action	Resp.	Due date	Status	Comments / Decision
8 October 2026				
Add the review and discussion of IoP Decisions as a regular item to the Board's meeting agenda. Add this review to the Board workplan.	TR / CK	29-Oct	99%	**2026-10-21:** Regular review of IG decisions added to workplan. First decision review added to meeting agenda for Oct 29.
Add a review of IG's Antisemitism memo to the agenda of a future meeting.	TR	19-Nov	0%	**2026-10-21:** Date to be identified
Chief to identify the main differences in the packaged solution vs current document management capabilities, and to present the difference in projected costs for procuring the full package vs individualized purchases.	MK	19-Nov	0%	**2026-10-21:** MK receiving updated pricing from vendor. To be presented at the 19-Nov meeting.
Review draft workplan, provide proposed updates to Secretary. Finalize and approve at a future meeting.	Board	29-Oct	50%	**2026-10-21:** Some updates made to the workplan. Added to agenda for 29-Oct meeting.

7 Business

7.1 Board Education Item

Review of Inspector General Decision Regarding Findings Report INV-25-95 Concerning the Conduct of Sault Ste. Marie Police Service Board Member (*attached*)

7.2 Report from the Station

Receive report from Chief re recent operational activities, emerging issues, etc.

7.3 Financial Matters

Review financial performance against budget, projections for the remainder of the year, and identify any corrective actions.

Identify key budget requirements for the upcoming year (resource needs, service pressures, etc.).

Update 3-year capital plan

7.4 Governance Matters

Review requirements of Policy LE-045 regarding annual Vehicle Pursuits report (*attached*)

7.5 Strategic Priorities and Direction

Deferred

7.6 Board Workplan

Finalize and approve Board workplan (*attached*)

Specific items to be discussed at next meeting (as identified in the workplan):

- Review and approve Vehicle Pursuits report (deferred from September).
- Conduct board self-assessment or governance reflection
- Prepare and approve the operational and capital budget for the upcoming year

8 In Camera Meeting

Resolution 20261029-5 MOVED BY:
SECONDED BY:

WHEREAS the Community Safety and Policing Act, 2019, Sections 44(2) and 44(3), provides that a meeting to discuss such matters may exclude the public,
NOW THEREFORE BE IT RESOLVED THAT this meeting of the Deep River Police Service Board is hereby closed to the public, the Board having determined that this action is in the public interest and in accordance with the applicable statute, to address a matter in accordance with Section 44(2) of the Community Safety and Policing Act, 2019 pertaining to:

> *44 (2) The meeting or part of the meeting may be closed to the public if the subject matter being considered is....*
> *(a) the security of the property of the board;*
> *(b) personal matters about an identifiable individual, including members of the police service or any other employees of the board;*
> *(c) a proposed or pending acquisition or disposition of land by the board;*
> *(d) labour relations or employee negotiations;*
> *(e) litigation or potential litigation affecting the board, including matters before administrative tribunals;*

(f) advice that would be inadmissible in a court by reason of any privilege under the law of evidence, including communications necessary for that purpose;
(g) information explicitly supplied in confidence to the board by Canada, a province or territory or a Crown agency of any of them, a municipality or a First Nation;
(h) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;

(i) a trade secret or scientific, technical, commercial or financial information that belongs to the board and has monetary value or potential monetary value;
(j) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the board;
(k) information that section 8 of the Municipal Freedom of Information and Protection of Privacy Act would authorize a refusal to disclose if it were contained in a record; or
(l) an ongoing investigation respecting the police service board.
...
44(6) A meeting of a police service board, or of a committee of the board, may be closed to the public if the following conditions are both satisfied:

1. The meeting is held for the purpose of educating or training the members of the board or of the committee.
2. At the meeting, no member of the board or committee considers or otherwise deals with any matter in a way that materially advances the business or decision-making of the board.

8.1 44(2)(d) LABOUR RELATIONS: Update on Sgt recruitment and labour relations

8.2 44(2)(l) COMPLAINT: Inspectorate of Policing Complaint Number: 26-1019

9 Matters arising from In Camera Meeting

10 Meeting Dates

Next Meeting of the Board: November 19, 2026

11 Adjournment

Resolution 20261029-6 MOVED BY:
SECONDED BY:

BE IT RESOLVED THAT THE Deep River Police Service Board hereby adjourns this meeting at _____.

AGENDA
Deep River Police Service Board
October 8, 2026 – 5:30pm
Town Hall

Present:	Tracy Russell (remote)	Chair, Provincial Board member	TR
	Kelly Lapping	Community member	KL
	Christina Giardini	Council member	CG
	Suzanne D'Eon	Head of Council member	DD
	Mark Kane	Chief of Police	MK
	Graham Wight	Inspectorate of Policing	GW
	Christian Kaiser	Board Secretary	CK

1 Call To Order

The Chair called the meeting to order at 5:32pm.

2 Adoption of Agenda

Resolution 1 MOVED BY: Tracy Russell
SECONDED BY: Kelly lapping

BE IT RESOLVED THAT the agenda for the meeting of October 8, 2026 be approved as amended.

CARRIED

The Agenda was amended as follows:

- Addition of 6.1.2 Head of Council – feedback from the public
- Removal of 7.1 44(6) EDUCATION: Update on Inspectorate of Policing inspections

3 Declarations of Pecuniary Interest

There were no declarations of pecuniary interest.

4 Minutes of Previous Meetings

4.1 Minutes from the Regular meeting of September 3, 2026

Resolution 2 MOVED BY: Christina Giardini
SECONDED BY: Tracy Russell

BE IT RESOLVED THAT the minutes from the Meeting of September 3, 2026 be approved as presented.

CARRIED

4.2 Minutes from the Regular meeting of September 17, 2026

Resolution 3 MOVED BY: Suzanne D'Eon
SECONDED BY: Kelly Lapping

BE IT RESOLVED THAT the minutes from the Meeting of September 17, 2026 be approved as presented.

CARRIED

5 Correspondence

Resolution 4 MOVED BY: Tracy Russell
SECONDED BY: Kelly Lapping

BE IT RESOLVED THAT the items of correspondence listed below presented be received.

CARRIED

Date	Received From	Subject	Notes
28-Sept-2026	Police Governance Ontario	Supporting Your Association: Are You Using Everything Your Membership Offers?	List of primary benefits provided by PGO.
29-Sept-2026	Police Governance Ontario	Hold the Date: AI & Police Governance Virtual Summit | November 25	Notice of PGO conference focussed on impact and use of AI in policing and governance. Conference date: November 25 Location: Virtual Cost: unknown at this time
5-Oct-2026	Police Governance Ontario	Supporting Your Association: Sometimes the Most Valuable Resource Is Knowing Who to Ask	

Date	Received From	Subject	Notes
6-Oct-2026	Police Governance Ontario	New: PGO Fall Newsletter 7th Edition | Governance in Transition	Summary of main considerations to manage the Board's activities across an election cycle. Summary of main considerations to develop a Board budget Summary of process for provincially appointed board members Increase in membership fees (7%)
7-Oct-2026	Police Governance Ontario	MFIPPA changes: what your board needs to do before January 1	Summary of changes to MFIPPA legislation (Municipal Freedom of Information and Protection of Privacy Act). Includes a new requirement to perform an assessment of processes where private information is collected, used and stored.

6 Business

6.1 Board Education Item

6.1.1 Update from Graham Wight re Inspectorate of Policing inspections

Inspectorate of Policing complaints and decision reports:

Inspectorate of Policing (IoP) has received >1200 complaints per year; actively investigated ~150 complaints, and issued Decision Reports in about 30 cases, where 6 include findings of non-compliance.

Decision Reports are useful reference tools, and provide guidance on how the Inspector General G and IoP interpret the CSPA. IG would like to see that Boards are reviewing these decisions, and are acting to update their policies and processes where necessary. (Examples could include Decision INV-25-14, Decision INV-24-35)

Main themes – responsiveness, and basic customer service (communication, etc). Handling of harassment complaints. Boards should consider developing a formal process for receiving and managing complaints.

ACTION: Chair to add the review and discussion of IoP Decisions as a regular item to the Board's meeting agenda. Secretary to add this review to the Board workplan.

IoP recently held a joint meeting re **Antisemitism and Hate Crimes** including various stakeholders, police services and governance bodies. Several gaps were identified, including operational capacity, inconsistency in tracking antisemitism crimes. These are listed in the IG's recent memorandum. GW recommended that the Board review the memo, and discuss how these findings can be applied to our community.

ACTION: Chair to add a review of IG's Antisemitism memo to the agenda of a future meeting.

Data and research collection – GW highlighted the deadline for the most recent required submission (14 December 2026).

Anti-corruption inspection – ongoing. Team is reviewing the documentation provided by all the police services. They will inform services if they will perform on-site visits.

Response Time inspection – next inspection after the Anti-corruption inspection. The purpose is to develop a single standard for measuring and assessing response time. This is one measure of whether services are providing adequate and effective policing. The inspection is currently scheduled for 2027, and will follow a similar process (request for information, assessment, follow-up visits, etc.).

6.1.2 Head of Council update – feedback from the public

Results of the community survey regarding regulating eScooters show that many residents feel that the Town and police service do not enforce our by-laws and other legislation. The Board discussed the need for improved collaboration between the Town's municipal law enforcement officers and the police service. Further, the Board discussed that consistency of enforcement action, and visibility of police officers is important to the community.

6.2 Report from the Station

The Chief presented his work on:

- Investigation of costs to procure body-cams, car cameras, tasers, related digital storage, training and equipment as a packaged solution. The province has informed police services that the preferential procurement contract with the provider of the Digital Evidence Management System will expire in Q3 2027, and that services should start procurement of replacement systems. A DEMS platform is included in the package solution presented by the Chief.
- Planning for capital purchases proposed for 2027 (LiveScan machine, sidearms).
- Grant submissions for additional investigation resources, infrastructure improvements to support community and victim support, and AEDs in police vehicles.
- Potential renovations to the existing station to add additional functionality.
- Purchase of new radios

The Board discussed the significant increase in policing costs across the province, and the increasing taxpayer pressure to contain these costs. GW mentioned that the PGO is working on some related advocacy efforts and the Board may wish to join these efforts. The board and Chief will discuss the potential capital purchases, additional operational costs, and alternative funding sources as part of their budget development discussions.

ACTION: The Board asked the Chief to identify the main differences in the packaged solution vs current capabilities, and to present the difference in projected costs for procuring the full package vs individualized purchases.

6.3 Financial Update – deferred to a future meeting

6.4 Governance Topics – deferred to a future meeting

6.5 Strategic Priorities and Direction – deferred to a future meeting

6.6 Board Workplan

The Secretary presented a draft board workplan, based on the guidance provided by Police Governance Ontario.

ACTION: The Board to review the draft, and discuss at a future meeting.

7 In Camera Meeting

Resolution 5 MOVED BY: Suzanne D'Eon
SECONDED BY: Tracy Russell

WHEREAS the Community Safety and Policing Act, 2019, Sections 44(2) and 44(3), provides that a meeting to discuss such matters may exclude the public,
NOW THEREFORE BE IT RESOLVED THAT this meeting of the Deep River Police Service Board is hereby closed to the public, the Board having determined that this action is in the public interest and in accordance with the applicable statute, to address a matter in accordance with Section 44(2) of the Community Safety and Policing Act, 2019 pertaining to:

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(c) a proposed or pending acquisition or disposition of land by the board;
(d) labour relations or employee negotiations;
(e) litigation or potential litigation affecting the board, including matters before administrative tribunals;
(f) advice that would be inadmissible in a court by reason of any privilege under the law of evidence, including communications necessary for that purpose;
(g) information explicitly supplied in confidence to the board by Canada, a province or territory or a Crown agency of any of them, a municipality or a First Nation;
(h) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the board, which, if disclosed, could reasonably be expected to prejudice significantly the

competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;

(i) a trade secret or scientific, technical, commercial or financial information that belongs to the board and has monetary value or potential monetary value;
(j) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the board;
(k) information that section 8 of the Municipal Freedom of Information and Protection of Privacy Act would authorize a refusal to disclose if it were contained in a record; or
(l) an ongoing investigation respecting the police service board.
...
44(6) A meeting of a police service board, or of a committee of the board, may be closed to the public if the following conditions are both satisfied:

1. The meeting is held for the purpose of educating or training the members of the board or of the committee.
2. At the meeting, no member of the board or committee considers or otherwise deals with any matter in a way that materially advances the business or decision-making of the board.

CARRIED

The Board entered the In Camera session at 7:35pm.

The Board exited the In Camera session at 7:21pm

7.1 44(6) EDUCATION: Update on Inspectorate of Policing inspections

Removed from the agenda.

7.2 44(2)(d) LABOUR RELATIONS: Update on labour relations

7.3 44(2)(l) COMPLAINT: Inspectorate of Policing Complaint Number: 26-1019

8 Matters arising from In Camera Meeting

There were no matters arising from the In Camera Meeting.

9 Meeting Dates

Next Meeting of the Board: October 29, 2026

10 Adjournment

Resolution 6 MOVED BY: Christina Giardini
SECONDED BY: Suzannes D'Eon

BE IT RESOLVED THAT THE Deep River Police Service Board hereby adjourns this meeting at 8:04pm.

CARRIED

Outlook

Township of Springwater Resolution C419-2026 re Huronia West OPP Resolution regarding Traffic Calming and Speed Mitigation Techniques

From Katja Awender <katja.awender@springwater.ca>

Date Wed 10/14/2026 1:07 PM

To Premier of Ontario | Premier ministre de l'Ontario <premier@ontario.ca>; 'prabmeet.sakaria@pc.ola.org' <prabmeet.sakaria@pc.ola.org>; 'peter.bethlenfalvy@pc.ola.org' <peter.bethlenfalvy@pc.ola.org>; 'brian.saunderson@pc.ola.org' <brian.saunderson@pc.ola.org>; 'resolutions@amo.on.ca' <resolutions@amo.on.ca>; 'roma@roma.on.ca' <roma@roma.on.ca>; 'info.amps@akwesasne.ca' <info.amps@akwesasne.ca>; 'beth.morton@townshipofperry.ca' <beth.morton@townshipofperry.ca>; 'aneveu@apscops.org' <aneveu@apscops.org>; 'Aylmerpsb@eastlink.ca' <Aylmerpsb@eastlink.ca>; 'info@boppdb.ca' <info@boppdb.ca>; 'info@barriepolice.ca' <info@barriepolice.ca>; 'bps.board@bellevilleps.ca' <bps.board@bellevilleps.ca>; 'clerk@muskoka.on.ca' <clerk@muskoka.on.ca>; 'info@brant.ca' <info@brant.ca>; 'bpsb@police.brantford.on.ca' <bpsb@police.brantford.on.ca>; 'info@brockvillepolice.com' <info@brockvillepolice.com>; 'choppdetachmentboard@gmail.com' <choppdetachmentboard@gmail.com>; 'sarah.ruffolo@cobourgpsb.com' <sarah.ruffolo@cobourgpsb.com>; 'administration@greenstone.ca' <administration@greenstone.ca>

Cc Clerk's Department <clerks@springwater.ca>

2 attachments (927 KB)

Township of Springwater Resolution C419-2026 re Huronia West OPP Resolution regarding Traffic Calming and Speed Mitigation Techniques - Signed.pdf; Huronia West OPP Resolution regarding Traffic Calming and Speed Mitigation Techniques.pdf;

Good afternoon,

Please be advised that at its Regular Meeting on September 2, 2026, Council of the Township of Springwater passed Resolution C419-2026 Huronia West OPP Resolution regarding Traffic Calming and Speed Mitigation Techniques.

A copy of Springwater's resolution and the corresponding Huronia West OPP resolution is attached for your review.

Kindly,

Katja Awender (She/Her)
Legislative – Records Coordinator
Township of Springwater
2231 Nursery Road
Minesing, ON L9X 1A8
P. 705-728-4784 Ext. 2063

Respecting Your Right to Disconnect: My working hours may not reflect yours. Please do not feel obligated to answer outside your normal work hours.

The information contained in this message is directed in confidence solely to the person(s) named above and may not be otherwise distributed, copied, or disclosed. The message may contain information that is privileged, confidential and exempt from disclosure under the *Municipal Freedom of Information and Protection of Privacy Act*. If you have received this message in error, please notify the sender of the error so that we can update our distribution list and then delete the message without making a copy.

Township of Springwater

www.springwater.ca
2231 Nursery Road
Minesing, Ontario
L9X 1A8 Canada

October 14, 2026

Sent via email: premier@ontario.ca

The Honourable Doug Ford
Premier of Ontario
Legislative Building, Queen's Park
Toronto, ON M7A 1A1

RE: Huronia West OPP Resolution regarding Traffic Calming and Speed Mitigation Techniques

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Please be advised at its Regular Meeting September 2, 2026, Council of the Township of Springwater passed the following resolution:

> **Resolution C419-2026**
> **Moved by:** Councillor Alexander
> **Seconded by:** Councillor Moore
>
> That the Huronia West OPP Resolution regarding Traffic Calming and Speed Mitigation Techniques be received as information; and,
>
> That Council hereby supports the resolution to advocate that the province expand its stated interest and financial commitment to include all municipalities in Ontario, adopting a province-wide approach to public safety and thereby ensuring the well-being of all Ontarians; and,
>
> That a copy of this resolution be sent to Premier Doug Ford, the Minister of Transportation, the Minister of Finance, MPP Brian Saunderson, the Association of Municipalities of Ontario, the Rural Ontario Municipal Association, all Ontario Police Service Boards and all Ontario Municipalities.
> **Carried**

The Huronia West OPP Resolution has been enclosed for your review.

Thank you for your attention to this matter.

Kindly,

www.springwater.ca
2231 Nursery Road
Minesing, Ontario
L9X 1A8 Canada

Renée Ainsworth
Acting Chief Administrative Officer/Clerk and Director of Corporate Services
renee.ainsworth@springwater.ca

Encl.

cc. Hon. Prabmeet Singh Sarkaria, Minister of Transportation, prabmeet.sarkaria@pc.ola.org
Hon. Peter Bethenfalvy, Minister of Finance, peter.bethlenfalvy@pc.ola.org
Brian Saunderson, MPP Simcoe-Grey, brian.saunderson@pc.ola.org
Association of Municipalities of Ontario, resolutions@amo.on.ca
Rural Ontario Municipal Association, roma@roma.on.ca
All Ontario Police Service Boards
All Ontario Municipalities

HURONIA WEST OPP DETACHMENT BOARD
CONSEIL DU DÉTACHEMENT DE HURONIE-OUEST
DE LA POLICE PROVINCIALE

HURONIA WEST OPP DETACHMENT
DÉTACHEMENT DE HURONIE-OUEST DE LA POLICE PROVINCIALE

July 7, 2026

Township of Clearview
217 Gideon Street
Stayner, ON

Sent by Email:
clerks@clearview.ca

Township of Wasaga Beach
30 Lewis Street
Wasaga Beach, ON

Sent by Email:
clerk@wasagabeach.com

Township of Springwater
2231 Nursery Road
Minesing, ON

Sent by Email:
clerks@springwater.ca

RE: Huronia West O.P.P. Detachment Board Resolution – Traffic Calming & Speeding Mitigation Techniques

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Please be advised that at its meeting held on July 7, 2026, Huronia West O.P.P. Detachment Board passed the following resolution regarding traffic calming & speed mitigation techniques:

Moved by Doug Measures, Seconded by Sasha-Rose Dileo, Whereas history demonstrates that speeding and public safety concerns are increasing across Ontario;

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

Whereas the commitment currently applies only to municipalities utilizing photo radar as a deterrent;

And Whereas such funding support would assist municipalities with limited financial resources in protecting their citizens - especially seniors and school-aged children;

Now Therefore, Be It Resolved that the Huronia West O.P.P. Detachment Board respectfully request that Council for the Township of Clearview, Town of Wasaga Beach and Township of Springwater advocate that the province expand its stated interest and financial commitment to include all municipalities in Ontario, adopting a province-wide approach to public safety and thereby ensuring the well-being of all Ontarians;

And That should the aforementioned Councils support this resolution, this resolution will be sent to the following:

- Premier Doug Ford
- Minister of Transportation
- Minister of Finance
- MPP Brian Saunderson
- AMO
- ROMA
- All Ontario Police Service Board
- And all 444 Municipalities in Ontario

Motion Carried.

If you have any questions regarding the above, please do not hesitate to contact the undersigned.

Sincerely,

[redacted]

Brian Smith, Chair

[redacted]

Emma Coleman, Board Administrator/Clearview Township Deputy Clerk

Outlook

Help Shape PGO's New Learning Centre

From Jeanine Lassaline-Berglund <communications@policegovernanceontario.ca>
Date Tue 10/20/2026 10:57 AM
To Christian Kaiser <secretary@deepriverpsb.ca>

POLICE GOVERNANCE ONTARIO

LEADING EXCELLENCE IN POLICE GOVERNANCE.

Stronger Boards. Safer Communities.

Help Shape PGO's New Learning Centre

Help us test the Learning Centre before it launches to the full membership.

Your feedback will help make it practical, easy to use and valuable to police governance boards.



Your pilot learning

Complete Police Governance **Board Fundamentals** (60–75 minutes), plus any **TWO** of these courses:

- **Protecting Confidentiality** (30–35 minutes)
- **Conflict of Interest** (30–35 minutes)
- **PGO – Supporting Your Association** (30–35 minutes)
- **Effective Multimedia Presentations for Police Governance** (60–75 minutes)

Confidentiality and Conflict of Interest courses explore Inspectorate of Policing decisions and their governance implications.

Minimum three courses. You are welcome to complete **all five.**

Learn on your schedule

Self-paced online courses. Save your progress and return when it suits you.

Test it. Tell us what you think.

Try the full experience from login to course completion. Review the content and resources, complete a feedback form and join a brief virtual discussion with the Director of Curriculum and Training.

Time commitment

Approximately 5 hours of learning, completed over time, plus 1 hour to prepare and share feedback.

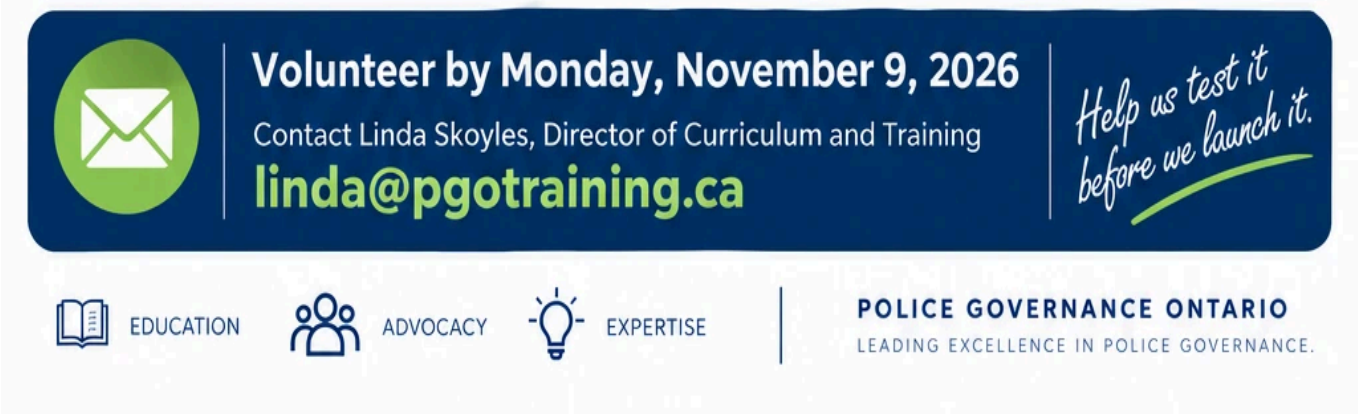
Pilot dates

November 16–December 11, 2026

Access instructions provided by the PGO Learning Team.

Who can participate?

Open to all interested PGO members. No special technical knowledge required. All roles and levels of online learning experience welcome.



This email was sent on behalf of Police Governance Ontario 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 Police Governance Ontario at holly@policegovernanceontario.ca.

Outlook

PGO Virtual AI Summit: Six Sessions, One Price. Registration Now Open

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From Jeanine Lassaline-Berglund <communications@policegovernanceontario.ca>
Date Thu 10/22/2026 8:00 AM
To Christian Kaiser <secretary@deepriverpsb.ca>

AI is already entering police services and board operations. What should your board understand before supporting its use? What questions should you ask? And how can you use it safely in your own work?

Join Police Governance Ontario on **November 25** for a full day of practical learning focused on those questions.

Virtual AI Summit: Practical AI. Informed Governance.
Wednesday, November 25, 2026
8:00 a.m. to 4:30 p.m. Eastern | Online

Six sessions. One price. Attend one, several or all.

The summit will explore AI fundamentals, the board's oversight responsibilities, policies for board use, practical safeguards and the evidence boards should expect from technology providers.

The program is relevant to municipal and OPP detachment boards and is open to police board and commission members, administrators and stakeholders across Canada.

Learn from governance, policing and technology perspectives

- **Scott Ramey, MScHQ, PhD(c), Founder, The Human Factor:** What AI is, what it is not and how people respond to it.
- **Stephanie Johanssen, MBA, Chief Governance Officer, London Police Service Board:** The board's role, the information it needs and the assurance it should expect.
- **Paul Smith, Advisor and Speaker, The Board Futurist:** Two sessions covering governance of the board's own AI use and practical approaches to using AI safely.
- **Robert Serpe, Executive Director, Peel Police Service Board; Deputy Chief Anthony Odoardi, Innovation and Technology Command, Peel Regional Police; and Richard Barber, Head of Software Business Development, NuEnergy.ai:** Connecting board expectations, service implementation and assurance.
- **Stefan Schurman, Director of Sales, Axon Public Safety Canada:** A technology provider's perspective on responding to governance questions with meaningful evidence.

Choose the sessions that suit your role, interests and schedule.

Registration options

Option	Fee
Individual PGO member	$99
Individual non-member	$199
PGO member-board package	$350

All fees are in Canadian dollars, plus applicable taxes.

The board package covers members of the same PGO member board, including its administrator, Executive Director and staff. It offers savings when four or more people participate. The online package accommodates up to 20 participants. If your board requires more places, please contact us before registering.

A quick note before you register

Registration for this summit is slightly different from our usual events. You will select a registration package and then choose sessions for each participant. Please follow the steps below, particularly if you are registering several people from your board.

Accessing member pricing

Enter the email address PGO has on file for you, then click **Go**. The system uses an exact email match to recognize your membership. A different personal or work email may not unlock the member rates.

Once your membership is confirmed, continue to the registration options. You do not need a shared board login or password to use this email recognition process.

If your membership is not recognized, contact **jeanine@policegovernanceontario.ca** before purchasing at the non-member rate.

Registering yourself

1. Select a quantity of **1** beside Individual PGO Member Fee.
2. Complete your attendee information and confirm your board's name.
3. Select the sessions you plan to attend from the dropdown lists.
4. For each session you will not attend, click the **trash-can icon beside its dropdown**. Leaving an unused dropdown untouched may prevent you from continuing.
5. Continue to checkout and complete payment.

Registering your board

Please coordinate with your administrator or another designated person so the board package is purchased once.

1. Select a quantity of **1** beside Member Board Rate. This purchases one $350 package for your board.
2. Enter each participant's name and individual email address, and confirm the board's name.
3. Complete the session selections separately for each participant. Use the trash-can icon for sessions they will not attend.
4. Leave unused attendee places blank. You do not need to enter 20 people.
5. Continue to checkout and complete payment.

Selecting additional sessions does not increase the registration fee.

Your confirmation message will include the Zoom joining information. Please retain it for the event and plan to join a few minutes before your selected sessions.

View the program and register

Thank you to our supporters

PGO thanks **CAPG**, **NuEnergy.ai, Community Safety Knowledge Alliance, Axon Public Safety Canada, the Coalition for Canadian Police Excellence and Dubord Consulting** for supporting this summit and helping bring this learning opportunity to police governance audiences across Canada.

Need help registering? Contact **Jeanine Lassaline-Berglund at jeanine@policegovernanceontario.ca**.



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Outlook

Crime Stoppers: considerations for boards and community communication

From Jeanine Lassaline-Berglund <communications@policegovernanceontario.ca>
Date Mon 10/26/2026 8:00 AM
To Christian Kaiser <secretary@deepriverpsb.ca>



Understanding the local response

Recent developments involving the Crime Stoppers P3 reporting platform have raised concerns about information security, confidentiality and public trust.

PGO encourages boards to connect with their Chief or Detachment Commander to understand the status of the relationship with Crime Stoppers, any response being considered, and what information has been shared with the community.

This conversation also offers an opportunity to discuss how the board and service can communicate together where appropriate. A separate board statement may not be necessary.

A suggested approach

Step	Discussion to consider
1. Connect with police leadership	Open a conversation with the Chief or Detachment Commander about the recent developments and their local implications.
2. Understand the position	Ask whether the relationship with Crime Stoppers is continuing, changing or under review, and whether anything requires board consideration.
3. Ask about community communication	Find out whether information has already been shared or whether an update is planned. Where no decision has been reached, communication could acknowledge that the matter remains under review and that further updates will follow.

Step	Discussion to consider
4. Discuss the board's involvement	Where communication is planned, consider whether it could include the board through a joint statement or another coordinated approach. If communication has already occurred, this could be an opportunity to discuss including the board in similar communications in the future.

The purpose is to support partnership, demonstrate alignment and transparency, and build public understanding of the board's role. The appropriate approach will depend on local circumstances.

Considerations for different board types

Municipal police service boards

A discussion with the Chief can help the board understand the service's assessment, its current relationship with Crime Stoppers, and any implications for agreements, policies, funding or public communication that may warrant board consideration.

OPP detachment boards

There may be two parts to the conversation with the Detachment Commander:

- Whether the OPP has an organizational position or direction regarding Crime Stoppers.
- Whether there are local detachment arrangements, relationships or communications to consider.

Understanding both can help the board determine whether it has a role in supporting communication with its communities.

First Nations police governing bodies

Similar discussions may be useful, taking account of the governing body's authority, policing arrangements and community relationships.

Background: how the issue developed

The following summarizes developments identified in OACP briefing material and public statements. The timing and extent of local impacts may differ.

Date	Development
March 2026	A cybersecurity incident involving the third-party P3 reporting platform came to light. The provider subsequently confirmed unauthorized access involving compromised credentials.
April–May 2026	Further investigation and communications addressed potential Canadian impacts and the process for obtaining information about affected data.
June 2026	Preliminary information indicated that several Ontario Crime Stoppers programs were affected. OACP issued its initial briefing on June 30.
July 2026	Further local disclosures and information about affected records became available, including in Waterloo Region and Toronto.
September 28, 2026	OACP issued a follow-up briefing addressing continuing concerns and the need for police partners to understand their local exposure.

Date	Development
October 21–22, 2026	Toronto and Hamilton publicly announced pauses in their use of Crime Stoppers reporting arrangements. These were local decisions and should not be interpreted as a province-wide position.
October 2026	OACP provided an updated briefing package addressing potential impacts and communication considerations.

Why a local conversation matters

The incident concerns a third-party reporting platform. It should not be described as a breach of police service networks. However, the potential implications for people who supplied information, investigations and public confidence make it important to understand the local circumstances.

Boards may find it helpful to ask what is known, what remains uncertain, and when further information is expected. These discussions can focus on the response and governance implications without seeking identifying tip information or sensitive investigative details.

Any public messaging would benefit from reflecting confirmed information and avoiding assurances about anonymity or security that have not been verified. Direct reporting to police should not be presented as equivalent to anonymous reporting through Crime Stoppers.

PGO offers these considerations to support informed discussion and local decision-making. They are not directions to suspend a relationship, issue a statement or adopt a particular response.

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Inspectorate of Policing

Decision Regarding Findings Report INV-25-95 Concerning the Conduct of Sault Ste. Marie Police Service Board Member Matthew Shoemaker

Decision By:
Ryan Teschner, Inspector General of Policing

I. INTRODUCTION

[1] This decision addresses allegations that Mayor Matthew Shoemaker, a member of the Sault Ste. Marie Police Service Board (the "Board"), committed misconduct by acting in an unprofessional manner, speaking without authorization on behalf of the Board, and improperly acting to exclude the complainant from the chief selection competition. These allegations were investigated by an inspector with Ontario's Inspectorate of Policing ("IoP") who prepared a Findings Report,[1] which is attached to this decision as Appendix A.

[2] Following a review of the Findings Report and for the reasons that follow, I conclude that Mayor Shoemaker has not committed misconduct in contravention of the *Code of Conduct for Police Service Board Members* Regulation, O Reg 408/23 ("Code of Conduct"), enacted under the *Community Safety and Policing Act*, *2019*, SO 2019, c 1, Sch 1 (the "Act").

II. BACKGROUND

[3] The complainant resigned his position as Chief of the Sault Ste. Marie Police Service ("SSMPS") in March 2025 to run as a candidate in the federal election.[2] At the time, the SSMPS had run a $2.9 million deficit under the complainant's command, which received widespread media coverage during the election campaign and led to tensions between himself, city officials and members of the Board.

[4] Unsuccessful in his election bid, the complainant re-applied for his position as chief of police. He believed that there was an understanding between he and the Board that he could return to his position if he was not elected as a Member of Parliament. Instead, the Board chose to hold a competition for his position.

[1] Section 123 of the Act requires an IoP inspector who completes an investigation of a complaint to report their findings to the Inspector General. This report is redacted to comply with the *Publication of Findings Reports and Directions under Sections 123 and 125 of the Act* Regulation, O Reg 317/24.
[2] Section 5 of the Act's *Political Activity* regulation, O Reg 402/23, prohibits serving police officers from engaging in a variety of political activities that might place the officer in a position of conflict, without a leave of absence granted by the police service board. However, chiefs of police (and deputy chiefs) are expressly excluded from eligibility for the leave provisions.

[5] The complainant asked the Board to remove Mayor Shoemaker from the chief selection process, on the basis that the mayor's numerous public comments made about the SSMPS deficit created a reasonable apprehension of bias. The complainant felt these comments were unfair and damaged his professional prospects, including his applications for chief's positions in other jurisdictions.

[6] The mayor and the Board declined his request. Ultimately, the complainant was denied an interview in the selection process by the Board.

III. ISSUES

[7] The two primary issues flowing from the complainant's allegations include:

a. Did Mayor Shoemaker's public comments breach the Code of Conduct; and
b. Did Mayor Shoemaker or the Board act improperly in choosing not to interview the complainant in the chief selection process?

IV. ANALYSIS

The Board Member's Public Comments

[8] Although critical, Mayor Shoemaker's public comments were based on publicly available information and provided the mayor's assessment, in his capacity as head of council, as to the cause of the budget overage. While this assessment was not flattering, and while there could have been other causes for the overage, Mayor Shoemaker's comments were within the bounds of his expressive rights.

[9] Furthermore, Mayor Shoemaker's comments, in his capacity as mayor, did not create a conflict in relation to his role as a board member. While we must remain alert to the "two hats" phenomenon and how it can lead to a confusion of roles – wherein the role of board member is sometimes subordinated to the role of municipally elected official – a "two hats" issue does not arise here.

[10] Mayor Shoemaker initially received the information about the police budget overage in his capacity as a member of the Board. Thereafter, in his capacity as a board member, Mayor Shoemaker owed a fiduciary duty to the Board to manage its financial interests and obligations. A budget overage of this significance was a serious matter, and while such an overage might have been justified, the record is clear that it flowed from the operations of the SSMPS. Regardless of the reason, there was a budget issue that the Board had to examine and address in some fashion.

[11] Importantly, Mayor Shoemaker never publicly placed blame for the budget overage at the feet of the complainant. In fact, the published articles and podcasts that were reviewed as part of this investigation confirm that when Mayor Shoemaker referenced the overage, he linked it to a "failure of governance" and a "broader oversight issue within the Board", rather than the failures of an individual.[3] Likewise, Mayor Shoemaker was quoted in an article in the *Sault Star* as attributing the budget overage to a "failure of the board and the board is responsible to ensure it is corrected moving forward."[4] These public comments were consistent with those made by Mayor Shoemaker during the meeting of the Sault Ste. Marie City Council on May 12, 2025.[5]

[12] In respect of the May 12th City Council meeting, there was conflicting evidence as to whether Mayor Shoemaker was authorized to take the position, on behalf of the Board, that there existed a need for improved communication between it and the Council. On the one hand, Witness 1 suggested this comment was improper. On the other, Nuala Kenny, serving as the Board chair at the time, suggested that the mayor had the Board's authorization to make this point. Given the challenges in reconciling the City and the Board's budget information,[6] I find, on a balance of probabilities, that discussions of the need for improved financial information-sharing took place, and that this represented the Board's position on the issue, and that Mayor Shoemaker was within his rights to express this position at City Council.

[3] Appendix A, Findings Report, at p 13, referring to the *SooToday.com* podcast that aired on May 2, 2025.
[4] Appendix A, Findings Report, at p 14.
[5] Appendix A, Findings Report, at p 14.
[6] This is a matter upon which both Witness 1 and Nuala Kenny agreed — see Witness 1's Summary of Statement in the FR at pp 6-7, and Nuala Kenny's Summary of Statement in the FR at p 9.

[13] Parenthetically, Mayor Shoemaker's comments on this matter deserve mention, although they do not change where I have ultimately landed on the issue. The mayor stated that only the Chair of the Board is authorized to speak on behalf of the Board. That may be true – and, in fact, is the case for a number of police service boards that have chosen to enshrine this practice in their own by-laws. However, if this authority is delegated to the chair of a board, it still first requires that the board, as a whole, take a position on an issue.

[14] The chair of a board does not enjoy free license to assert his or her own opinions on behalf of a board, solely on the basis of the chair's authority to speak on behalf of said board. That authority comes with a condition precedent: the police service board must first have adopted a position on an issue. Thereafter, the chair becomes the one board member authorized to publicly communicate that position, if that is the practice the board has put in place. I mention this only because Mayor Shoemaker's statement suggested some "super authority" for a board chair to not only communicate board positions, but to unilaterally determine them. That is absolutely not the case, and I would strongly advise boards and board chairs across the province to be mindful of the condition precedent I have identified here.

[15] Overall, I do not find that Mayor Shoemaker's public comments, including his comment that there is "rot in the governance of the board", to be unprofessional or disrespectful when taken in the proper context. That context must include the fact that the Board, at the time, was not functioning well. The evidence before me makes clear that the budget overage had led to a mini-crisis that resulted in members of the Board no longer working as a cohesive unit. That is unfortunate, and in my view, should not have been the result of a financial challenge. However, it did, and in that context, it was fair and not misconduct for Mayor Shoemaker to speak to his concerns about how the body governing policing in Sault Ste. Marie was functioning at the time.

[16] While different people may have picked different descriptors, the role of the Inspector General is not to use a thesaurus to armchair quarterback. In the circumstances, I find that the comments did not rise to a level that constitutes misconduct.

The Hiring Committee Decision to Decline to Interview the Complainant

[17] I must now consider whether the Board's ultimate decision not to grant the complainant an interview in the selection process was compliant with the Act. There are two issues that flow from this question. The first is whether the Board had the legal authority to make the decision it did, in the way that it did. The second is whether the basis for the Board's decision not to grant an interview was within the bounds of a fair process. I will consider these two issues in turn.

[18] Section 42 of the Act permits a police service board, by by-law, to delegate any of its powers under the Act to a committee.[7] Amongst its many duties and responsibilities, a board must:

> (d) recruit and appoint the chief of police and any deputy chief of police and determine their remuneration and working conditions, taking their submissions into account …[8]

Accordingly, a board may delegate the recruitment of a chief of police to a committee with members chosen by the board. This is the process employed by the Board here in its search for a permanent chief following the complainant's resignation and the federal election.

[19] When the complainant formally raised his concerns about a potential conflict in Mayor Shoemaker, as board member, participating in the chief selection process, the Board sought legal advice. The advice sought was on the specific question of whether Mayor Shoemaker's public comments created a conflict of interest, such that he should no longer participate in the chief selection process. The legal advice indicated that there was no conflict. This is advice that I agree with, in the circumstances. Regardless, the Board exercised its due diligence and probed the conflict issue squarely before proceeding with its selection process.

[7] Section 42 of the Act. The requisite by-law may govern the name, powers, duties, and quorums of the committee, as well as its composition and the appointment of individuals to the committee.
[8] Section 37(1)(d) of the Act.

[20] So long as a chief of police selection process is fair, there is no inherent "right" to be considered for candidacy. The complainant may not have agreed with Mayor Shoemaker's reason for suggesting to the Board hiring committee that his candidacy not be considered, but there was nothing unfair about what occurred. Mayor Shoemaker expressed his view that the complainant should not be granted an interview in the selection process and provided his reasons for his view, including that the "precise causes of the overage were never fully established".[9] The Board selection committee ultimately agreed with his view. Different individuals may have come to different decisions, but that is not the barometer for determining non-compliance. There is nothing on this record that places the Board's actions within the arena of non-compliance.

[21] Moreover, even if the Board, as a whole, was satisfied with the explanation for the overage, this perspective did not constrain Mayor Shoemaker in advancing his views as to who should or should not be the next chief of police, in his role as a member of the hiring committee. Mayor Shoemaker was entitled to have his opinion that the overage was a legitimate reason not to consider the complainant's candidacy. Ultimately, this seems to be an opinion that carried the majority of the Board's selection committee. This was the mechanism the Board put in place to make this decision.

[22] It also deserves mentioning that the complainant terminated his position as chief of police with only days' worth of notice. Putting aside whether this was technically a breach of contract (the record suggests that six months' notice is required), I can understand why this might result in some members of the Board not being as open to the prospect of including the complainant as a candidate to return as chief of police.

A Comment Concerning Board Chief Selection Processes

[23] I want to take this brief opportunity to comment more generally on the overall structure of the decision-making for the hiring of a chief of police. This is important for municipal police service board across the province.

[9] Appendix A, Findings Report, at p 8.

[24] A police service board will, in the course of its work, be asked to make a number of decisions that will have a more consequential impact on the police service it governs. One of those decisions is the selection of the service's senior executive, the chief of police.

[25] For reasons of efficiency, many matters may be suitable for delegation to a sub-committee of the police service board. I do not believe the decision about selecting a chief of police is one of them. A sub-committee/hiring committee of a board can, and perhaps should, be used to develop a short list of candidates from a much longer initial list. But, given the magnitude of the decision, it is my view that the entire police service board should be involved from that point forward. Ultimately, the whole board should make the final decision as to who becomes the next chief of police. While this is not enshrined in the Act as a procedural requirement, I mention this to send a strong signal to all boards that it is my view of good governance practice.

V. CONCLUSION

[26] For these reasons, I find that Mayor Shoemaker has not committed misconduct, contrary to the Code of Conduct.

[27] I am also satisfied that the Board did not misconduct itself nor act unfairly when it chose not to interview the complainant in the chief selection process.

Date: September 24, 2026

Original Signed By

Ryan Teschner
Inspector General of Policing

Inspectorate of Policing

FINDINGS REPORT

Sault Ste. Marie Police Service Board
Member: Matthew Shoemaker

Section 106(1) Board Member Conduct Investigation
(INV-25-95)

Submitted to:
Ryan Teschner
Inspector General of Policing of Ontario

August 31, 2026

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ABOUT THE INSPECTOR GENERAL OF POLICING AND THE INSPECTORATE OF POLICING

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INTRODUCTION

This is a report to the Inspector General of Policing by an inspector appointed by the Inspector General who has completed an investigation under Part VII of the *Community Safety and Policing Act, 2019* (CSPA).

OVERVIEW OF INVESTIGATION

The Complaint

The Inspector General received a complaint in relation to an allegation that Vice Chair Matthew Shoemaker of the Sault Ste. Marie Police Service Board (SSMPSB) displayed a bias toward the complainant during the Chief of Police selection process. The complainant also alleged that Matthew Shoemaker did not conduct himself in a professional and respectful manner and that he spoke on behalf of the board without authorization.

The Subject Police Service Board Member

Name of Police Service Board: Sault Ste. Marie Police Service Board
Subject Police Service Board Member Name: Matthew Shoemaker
Length of service (Term): Appointed January 13, 2025 – December 31, 2026
Specific Role Held on Police Service Board: Member / Vice Chair (July 2025)
Previous Substantiated Misconduct: None
Appointing Authority: Municipality

Applicable Legislative and Regulatory Provisions

Section 35(6) of the CSPA provides that every member of a police service board shall comply with the prescribed code of conduct.

Ontario Regulation 408/23: Code of Conduct for Police Service Board Members was reviewed having regard to the allegations made in the complaint and the following sections were deemed to be relevant:

a) Section 3: A member of a police service board shall not conduct themselves in a manner that undermines or is likely to undermine the public's trust in the police service board or the police service maintained by the board; and

b) Section 10: A member of a police service board shall conduct themselves in a professional and respectful manner in the course of their duties including, without limitation, not using abusive or insulting language in the course of their duties.

c) Section 12: A member of police service board shall not purport to speak on behalf of the police service board unless authorized to do so.

d) Section 13: A member of a police service board shall clearly indicate when they are expressing a personal opinion when commenting on an action or omission of the police service board, the police service maintained by the board or a member of the police service.

SUMMARY OF THE INVESTIGATION CONDUCTED

As part of the investigation interviews were conducted with the complainant, two former members of the SSMPSB, the current Chair of the SSMPSB and the subject, Matthew Shoemaker. Additionally, a “SooToday” podcast, a “Sault Star” article, and the May 12, 2025 Sault Ste. Marie city council meeting (full video on YouTube) were reviewed. Open-source media, SSMPSB meeting minutes, along with information provided by the complainant, witnesses, and the subject also contributed to this investigation.

Complainant Interview

On July 24, 2025 an interview was conducted with the complainant who previously served as the Sault Ste. Marie Police Service (SSMPS) Chief of Police.

The complainant joined Peel Regional Police in 1987 and the Ontario Provincial Police (OPP) in 1994, where he served for 32 years, retiring as a Chief Superintendent in 2018. That same year, he was appointed Chief of Police for the SSMPS. He resigned in March 2025 to run in the federal election, as required under the CSPA, and subsequently re-applied for the Chief of Police position after the election. He believed there was an understanding that he could return if not elected.

The complainant described a previously positive working relationship with the SSMPSB and the mayor. He acknowledged that in early 2025, staff with the city of Sault Ste. Marie identified to financial staff with SSMPS that the Service was over budget by what was eventually confirmed to be $2.9 million, which led to tensions between himself, city officials, and members of the SSMPSB regarding fiscal responsibility. He provided a detailed explanation of why his expenditures as Chief of Police were, in his view, necessary and justified.

Following his resignation and the onset of the election campaign, local media coverage focused heavily on the budget overage. The complainant said that Mayor Matthew Shoemaker made several public comments suggesting that, as Chief of Police, he and the Service's leadership were responsible for the deficit. The complainant viewed these remarks as unfair and damaging, particularly because they coincided with his re-application for the Chief of Police position. He expressed concern that the mayor's public criticism created a reasonable apprehension of bias that should have disqualified him from participating in the Chief of Police selection process.

The complainant wrote to the Board requesting that Matthew Shoemaker recuse himself from the hiring committee to preserve the fairness of the competition. He said the SSMPSB referred his request to legal counsel. The complainant was later informed by the SSMPSB that no conflict existed and that the process would proceed.

The complainant said that the subsequent media coverage and public commentary by Matthew Shoemaker had harmed his reputation and professional prospects, including his applications for Chief of Police positions in other jurisdictions.

The complainant asserted that Matthew Shoemaker should be removed from the SSMPSB Chief of Police selection committee and emphasized that his letter to the SSMPSB was not intended as a formal complaint but rather as a request for fairness in the selection process.

Witness Interviews

Witness 1

An interview was conducted with Witness 1, a provincial appointee who served on the SSMPSB [redacted – s 1(1)2 – O Reg 317/24].

Witness 1 described having a positive working relationship with the complainant and sat on his hiring panel when the complainant was selected to be the Chief of Police for the SSMPS in 2018. He said the complainant maintained strong community relations and had been an effective leader.

In early 2025, Witness 1 became aware of a reported budget deficit of approximately $2-3 million. He and another board member returned from a police service board member conference to address the issue. He recalled that the SSMPSB had previously been advised there was sufficient funding for the fiscal year, and that the overage arose from staffing pressures, overtime, and workplace injuries. The complainant had emphasized his obligation to maintain adequate and effective policing and had hired recruits to fill vacancies. Witness 1 said the Service's accountant lacked access to the same financial software as the City, which contributed to differing analyses of the budget data.

Witness 1 said that following the complainant's resignation to run in the federal election, he did not give any assurance that the complainant would be reinstated if unsuccessful but expected he would be treated fairly if he re-applied.

When the SSMPSB discussed how to proceed with hiring a new Chief of Police, Witness 1 and another member recommended all five members participate in the hiring committee. Matthew Shoemaker and Nuala Kenny opposed this, favouring a smaller three-member committee. The SSMPSB voted 3-2 in favour of a committee consisting of Witness 1, Matthew Shoemaker, and Nuala Kenny.

At the May 12, 2025 City Council meeting on the budget, Matthew Shoemaker was sitting as mayor and publicly expressed support for a council resolution directing that quarterly SSMPSB reports be shared with Council. Witness 1 viewed this as improper, as Matthew Shoemaker was not authorized to speak on behalf of the SSMPSB.

At a later subcommittee meeting, Matthew Shoemaker began by saying the complainant should not be granted an interview for the Chief of Police position, and Nuala Kenny agreed, citing the complainant's "political stripes". Matthew Shoemaker also asserted that the complainant no longer had the confidence of the SSMPSB or community. Witness 1 challenged these comments, pointing out that the complainant had strong performance evaluations and met all application criteria.

Tensions escalated after Witness 1 sent council-related correspondence to the SSMPSB's legal counsel for review without prior approval. Matthew Shoemaker later emailed him, calling the decision an example of "rot in the governance of the board." Witness 1 viewed the message as bullying and evidence of ongoing hostility.

Combined with the negative public comments by Matthew Shoemaker and Nuala Kenny about the SSMPSB, this created a divided and dysfunctional governance environment. This led to Witness 1 and Witness 2 resigning from the SSMPSB.

Witness 1 did not participate in the hiring committee for the Chief of Police position. He said the events surrounding the budget dispute and subsequent SSMPSB conflict were distressing and had affected him and his family.

Witness 2

An interview was conducted with Witness 2. Witness 2 has served multiple terms on the SSMPSB [redacted – s 1(1)2 – O Reg 317/24]. A long-time community member with over forty years in the local media industry, he had [redacted – s 1(1)2 – O Reg 317/24] shortly before resigning from the Board.

Witness 2 described having a positive working relationship with the complainant, whom he regarded as a capable, community-minded Chief of Police.

In early 2025 a significant budget overage was identified by staff with the city of Sault Ste. Marie. Witness 2 and Witness 1 returned from a police service board conference held in Toronto to address the issue. He recalled that the budget had appeared stable in late 2024 and attributed the overage to several factors, including overtime, pay-equity adjustments, facility costs, and officers on WSIB leave. He added that the SSMPS accountant lacked the same analytical software used by the city, which complicated budget reconciliation. Despite ongoing discussions, the precise causes of the overage were never fully established.

Witness 2 said the SSMPSB was disappointed when the complainant resigned to pursue federal office, noting that his recent performance review had been excellent. No assurance was given that he could return as Chief of Police if not elected. When the SSMPSB later discussed the selection process, Witness 2 recommended that all five members participate. The three municipal appointees disagreed, and a vote established a three-person hiring committee composed of Witness 1 (provincial appointee), Matthew Shoemaker, and Nuala Kenny.

During the selection process, the complainant submitted a letter requesting that Matthew Shoemaker recuse himself from the hiring committee due to perceived bias. The SSMPSB sought a legal opinion from counsel not recommended by Witness 2 and the lawyer concluded there was no conflict. Witness 2 said Nuala Kenny and another municipal member warned there would be “consequences” for the complainant’s letter. He opposed that view, asserting that the complainant should not be penalized for raising a legitimate concern.

He described ongoing tension between Matthew Shoemaker and other board members. Matthew Shoemaker and Nuala Kenny, he said, pressured Witness 1 and the Interim Chief of Police to appear before City Council on the budget issue, where the discussion became adversarial. The complainant was not an active member of the SSMPS and was not invited to attend.

Shortly after the city council meeting, Witness 1 sent written responses in relation to additional questions posed by city council for legal review. Matthew Shoemaker criticized the action by email, calling it “another example of rot on the board.”

Witness 2 believed Matthew Shoemaker’s actions reflected bias and an inability to separate the roles of mayor and SSMPSB member. He recounted that Matthew Shoemaker had privately apologized to the complainant, saying he was under political pressure from several councillors. Witness 2 also alleged that Matthew Shoemaker discarded the complainant’s application for the Chief of Police position, which he viewed as the final incident, prompting both his and Witness 1’s resignations.

Witness 2 did not participate in the candidate interviews or the selection of the new Chief of Police and has had no contact with Matthew Shoemaker since resigning.

Witness 3: Chair Nuala Kenny

An interview was conducted with Nuala Kenny, who joined the SSMPSB in January 2025 and was elected Chair on July 12, 2025. Before her appointment, she practiced as a solicitor and held several positions within the municipal government.

Nuala Kenny knew the other board members through prior professional and community connections and had previously worked at the same law firm as Matthew Shoemaker. She said she and Matthew Shoemaker maintain a positive working relationship and that she regularly engages him and other community leaders in her legal clinic’s outreach efforts. She did not know the complainant personally but understood him to be well regarded locally.

Regarding the 2024-25 budget overage, Nuala Kenny said she was not involved in that year’s budget process and initially paid little attention to the issue. After returning from a police service board member conference, SSMPSB members reported the deficit, and an emergency meeting was convened with city and SSMPS financial staff. She recalled a discrepancy between the City and SSMPS accounting systems and noted that lower-than-expected retirements and staffing decisions made by the Chief of Police contributed to the overage.

Nuala Kenny said she first learned of the complainant's resignation on short notice in March 2025, when the SSMPSB received only 48 hours notice of his intention to step down to run in the federal election. She emphasized that the Chief of Police contract required six months notice and expressed concern about the precedent of such a breach. The complainant told the SSMPSB that he was running as a Conservative candidate and felt the law's requirement to resign was unfair. No SSMPSB member, she said, assured him that he could return to the role if not elected.

Following his resignation, the SSMPSB decided to begin the selection process for a new Chief of Police. Nuala Kenny supported conducting the competition internally due to financial constraints. The SSMPSB voted to form a three-person hiring committee and update the job description. She said the hiring committee aimed to move quickly to restore community confidence following the budget controversy.

Nuala Kenny said she did not believe Matthew Shoemaker held a personal bias or conflict of interest regarding the complainant. She acknowledged the budget overage was a serious concern but said she never heard Matthew Shoemaker make improper or accusatory remarks about the complainant. Initially, she viewed the complainant as a qualified candidate and included his name among the applicants.

However, she said the complainant's subsequent letter alleging a conflict of interest affected her perspective. She reviewed the referenced article and podcast and concluded that Matthew Shoemaker's comments about a "failure in governance" were directed at the SSMPSB, not the complainant. She added that she was troubled by the complainant's overt political affiliation, noting her view that a Chief of Police should remain publicly neutral. In her opinion, public knowledge of the complainant's political stance undermined perceptions of impartiality in a community already facing social challenges.

Nuala Kenny said the SSMPSB obtained a legal opinion as recommended by the Police Service Advisor. The SSMPSB selected independent counsel to provide the legal opinion, which concluded there was no conflict. She described the selection process as fair and emphasized that transparency was essential given heightened public scrutiny.

Nuala Kenny did not attend the May 12, 2025, City Council meeting where Matthew Shoemaker discussed improving communication between the city and the SSMPSB but believed he was authorized to speak on the SSMPSB's behalf.

She acknowledged that subsequent friction arose when Witness 1 sent council-related correspondence to legal counsel without prior approval. Nuala Kenny viewed the action as unauthorized and an unnecessary expense, given the simplicity of the questions.

Matthew Shoemaker's follow-up email referring to "rot on the board" reflected, in her view, frustration with governance issues rather than personal animosity. She agreed with his assessment that the SSMPSB was under strain due to public criticism, the Chief of Police resignation, and the budget deficit.

After Witness 1 and Witness 2 resigned, Nuala Kenny described the environment as tense but said she looked forward to working with new members. She characterized Matthew Shoemaker as professional and respectful in all interactions, stating that while she does not always agree with his decisions as mayor, she has never seen him act inappropriately during SSMPSB meetings. She shared his concern about the overage and agreed that communication and governance within the SSMPSB required improvement.

Subject Police Service Board Member

An interview was conducted with Matthew Shoemaker, Mayor of Sault Ste. Marie and Vice Chair of the SSMPSB. Matthew Shoemaker was first elected as a city councillor in 2014, re-elected in 2018, and elected mayor in 2022. He previously served on the SSMPSB in 2020-2021 and rejoined in January 2025.

Matthew Shoemaker described longstanding governance challenges within the SSMPSB predating his current term, including divisions among members. He noted that Witness 1 had donated to his mayoral campaign and that Witness 2 had endorsed him publicly.

Matthew Shoemaker said his relationship with the complainant, the former Chief of Police, was positive until the discovery by city of Sault Ste. Marie staff of a budget overage in early 2025. Prior to that, he and the complainant had collaborated closely on community issues and outreach. The budget shortfall came to light several months after the fiscal year ended, and Matthew Shoemaker understood it to have resulted primarily from hiring decisions made in anticipation of retirements that did not occur. He said city officials were frustrated and sought accountability, and that he pressed the SSMPSB to determine what went wrong and how to prevent recurrence.

Matthew Shoemaker learned of the decision made by the Chief of Police to resign only days before it was made public. He recalled telling Witness 1 that there could be no guarantee of reinstatement should the Chief be unsuccessful in the election. He viewed the Chief's limited notice period as a breach of contract and agreed with other members that the SSMPSB should not appear to endorse his political campaign. The Deputy Chief was appointed Interim Chief of Police shortly afterward.

When the SSMPSB turned to recruiting a new Chief of Police, Matthew Shoemaker and Nuala Kenny supported a three-person hiring committee rather than full SSMPSB participation, which is consistent with city's hiring practice. The SSMPSB voted 3-2 in favour of this approach.

Matthew Shoemaker said he created a spreadsheet comparing candidate qualifications and was initially open to interviewing the complainant, though he questioned whether the complainant could re-establish a functional relationship with the SSMPSB and City Council.

After receiving the complainant's letter alleging bias and conflict, Matthew Shoemaker said his position changed. He viewed the letter as a personal attack rather than a procedural concern and believed it confirmed that a professional relationship could not be repaired.

The SSMPSB sought an external legal opinion on the matter, and Matthew Shoemaker recused himself from the discussion. Legal counsel concluded there was no conflict of interest. Matthew Shoemaker stated that he would have withdrawn from the process had legal counsel found otherwise.

Matthew Shoemaker denied having any personal bias against the complainant or being influenced by political affiliation. He said his past involvement with both major political parties reflected personal rather than partisan motivations. He added that his comments about a "failure of governance" were directed at the SSMPSB's oversight shortcomings during the 2024 budget cycle, not at the complainant. He emphasized that he made no disparaging remarks about the complainant in any podcast or media interview.

Following legal counsel opinion, the hiring committee voted 2-1 not to interview the complainant and to proceed with four other candidates. Within two weeks, Witnesses 1 and 2 resigned from the Board, which Matthew Shoemaker said left the hiring committee short-staffed.

Matthew Shoemaker confirmed making a statement at a May 12, 2025, City Council meeting supporting greater transparency between Council and the SSMPSB. He clarified that he was speaking as an individual member, not on behalf of the SSMPSB, and later reiterated that only the Chair is authorized to speak for the SSMPSB.

Matthew Shoemaker addressed his email to Witness 1 referring to “rot in the governance of this board,” explaining that the phrase referred to procedural failures, specifically, Witness 1’s decision to send council correspondence for legal review without SSMPSB approval. He believed his comments were not abusive or disrespectful.

Matthew Shoemaker acknowledged that tensions rose within the SSMPSB following the budget controversy and City Council scrutiny, particularly between municipal and provincial appointees. He said he believed Witness 1’s unilateral decision-making and poor governance practices contributed to dysfunction. Since the resignations, he felt the SSMPSB had become more cohesive.

Matthew Shoemaker said his public statements were made honestly and transparently, reflected personal opinion rather than SSMPSB positions, and were not intended to undermine confidence in the SSMPSB.

Open-Source Information: Collection and Review

SooToday.com podcast (Aired May 9, 2025)

On May 9, 2025 Mayor and SSMPSB member Matthew Shoemaker participated in a live podcast interview with *SooToday* Editor-in-Chief Michael Friscolanti.

When asked about the complainant’s resignation, Matthew Shoemaker described it as “unfortunate” and said there had been no loss of confidence in the Chief. He noted that the decision came as a surprise, leaving the SSMPSB to appoint the Deputy Chief on an interim basis.

In response to questions about the reported budget overage, Matthew Shoemaker attributed the shortfall to a “failure of governance” rather than individual misconduct. He identified contributing factors such as hiring replacements before retirements were confirmed and described the matter as a broader oversight issue within the SSMPSB.

Matthew Shoemaker emphasized the need to review past decisions, strengthen accountability, and ensure proper oversight. He added that the overage would impact the city budget and that a further deficit was projected for 2025.

Sault Star article (Posted May 16, 2025)

On May 16, 2025 *The Sault Star* published an opinion column by Elaine Della-Matia titled *“Sault Police Services Board failed as a governing body to check financial ledger.”* The piece was critical of the SSMPSB, the former Chief of Police (the complainant), and the Interim Chief of Police.

The author argued that both the SSMPSB and the Service's senior administration lacked adequate financial oversight, noting that neither the Chair nor the Interim Chief could satisfactorily explain a reported budget overage for 2024. She cited earlier assurances that the budget was on track and suggested that the deficit reflected weak governance and insufficient financial experience among Board members.

The article quoted Mayor and SSMPSB member Matthew Shoemaker as saying: "*There has been no regard to the numbers approved by council. It's the failure of the board and the board is responsible to ensure it is corrected moving forward*." The commentary was directed at the SSMPSB 's overall governance responsibilities and did not attribute any criticism by Matthew Shoemaker toward the complainant personally.

YouTube - Sault Ste. Marie City Council Meeting

On May 12, 2025 Sault Ste. Marie City Council held its regular meeting, which was broadcast live on YouTube and remains publicly available on the platform.

Link: City Council Meeting (May 12, 2025)

The former SSMPSB Chair (Witness 1) and the Interim Chief of the Sault Ste. Marie Police Service attended to address a $2.9 million overage in the 2024 police budget and an anticipated $1.9 million overage for 2025. Both were questioned extensively by members of City Council regarding the Service's financial management.

During the meeting, Mayor and SSMPSB member Matthew Shoemaker made several comments referring to a "failure of governance" and a "failure of the board." He also commented on how he intended to vote as a board member concerning a motion to enhance financial reporting between the Board and City Council. The potential for seeking an O.P.P. costing was also raised as part of the discussion.

INVESTIGATION FINDINGS

I make the following findings, relying on the material and information collected during the investigation and now contained in this report:

1. **In February 2025, it was discovered that the Sault Ste. Marie Police Service was facing a $2.9 million overage from the 2024 budget.**

    a. The Sault Ste Marie Police Service Board was notified in October 2024 that there was approximately 28% remaining in the 2024 budget.

b. The former Chair and Vice Chair (witness 1 and witness 2) became aware of the overage while attending a conference and returned home to deal with the matter.

c. An emergency meeting of SSMPSB was held, along with staff from city hall. At this meeting, tensions grew as the overage came as a surprise to the board.

d. Discussion at the meeting suggested that the finance officer at SSMPS did not have the same software and technology as the city.

2. The complainant resigned from the SSMPS to run in the federal election, providing two days' notice to the SSMPSB.

a. The complainant's contract stipulated that he was to provide six months' notice to the SSMPSB if he wished to resign.

b. The SSMPSB appointed the Deputy Chief as interim Chief of Police and initiated the steps to begin the process for hiring a new Chief.

3. On May 9, 2025 Matthew Shoemaker spoke with the Editor in Chief of SooToday on a live podcast aired on the SooToday website.

a. When questioned about the complainant's resignation, Matthew Shoemaker indicated that it was unfortunate as there was "no lack of faith" in the Chief of Police.

b. When questioned about the overage, Matthew Shoemaker indicated that this was a "failure of governance" and needs to be looked at in the same lens as at other agencies where there is a failure of governance and problems with oversight that need to be corrected.

c. Matthew Shoemaker indicated that the comments relating to a failure of governance were in reference to the fact that board was not asking the right questions and that they should have been aware of the overage.

d. When asked by the podcast interviewer if there was someone specifically to blame, Matthew Shoemaker indicated that there were several issues such as hiring replacement officers prior to confirming that officers were going to retire. He indicated that it was a governance issue of the SSMPSB.

4. **On May 12, 2025 a Sault Ste. Marie City Council meeting was held, at which Matthew Shoemaker made comments relating to the SSMPSB.**

    a. Witness 1 and the Interim Chief of the SSMPS attended to answer questions relating to the overage.

    b. During the meeting, after a resolution was passed, Matthew Shoemaker stated “If I understand Councillor Caputo correctly, essentially what comes to the Police Service Board quarterly, you’d like to come to council, and you’re requesting that of the Police Service Board. I can advise that as a member of the Police Service Board, I support that and will support that at the Board.”

    c. Matthew Shoemaker stated that he was speaking only for himself and not on behalf of the board.

    d. At the end of the meeting, it was agreed that the SSMPSB would respond to additional written questions submitted by city councillors.

5. **On May 16, 2025 the Sault Star published an opinion piece by Elaine Della-Matia**

    a. The author quoted Matthew Shoemaker as saying “There has been no regard to the numbers approved by council. It’s the failure of the board and the board is responsible to ensure it is corrected moving forward.”

    b. There is no reference to Matthew Shoemaker being critical of the leadership of the complainant.

6. **The SSMPSB formed a three-person hiring committee to conduct the hiring process for the position of Chief.**

    a. The board voted 3-2 in favour of a three-person board consisting of witness 1, Matthew Shoemaker and Nuala Kenny.

7. **On May 19, 2025 the complainant sent a letter to the SSMPSB after he reapplied for the Chief of Police position. The letter stated in part that "one of the members of the Board Selection Committee is in a conflict and has further publically (sic) shown that he has a bias against myself. Mr. Shoemaker will have to declare a "conflict of Interest" as a Board member as it appears that he cannot, as a member of that committee, act in an objective and unbiased manner." The complainant asked to be advised whether Matthew Shoemaker would withdraw from the hiring committee.**

    a. The complainant cited the SooToday podcast and the Sault Star article, indicating that Matthew Shoemaker's comments demonstrated a public display of conflict and bias.

    b. The SSMPSB referred the complaint to outside legal counsel to determine if Matthew Shoemaker had a personal bias and/or conflict of interest toward the complainant and whether he should be removed from the selection committee.

    c. The SSMPSB received the legal opinion that Matthew Shoemaker was not precluded by conflict of interest or bias from participating in the selection of Chief of Police.

    d. The complainant was notified of the results and the hiring process continued with Matthew Shoemaker remaining on the hiring committee.

8. **The complainant was not granted an interview in the hiring process.**

    a. After the complainant submitted his complaint to the board, Matthew Shoemaker felt that he would no longer have the confidence of the board or the public.

    b. Nuala Kenny indicated that she was concerned with the fact that the complainant breached his contract and that he showed his political stripes. Nuala Kenny stated that she feels that a Chief should be viewed as politically neutral by the public.

    c. Witness 1 opposed not granting the complainant an interview as he felt that the complainant met all of the criteria and felt that he was the most qualified candidate.

    d. Matthew Shoemaker stated that prior to the board receiving the complainant's conflict of interest complaint, he was in favour of granting him an interview.

Inspectorate of Policing

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Improving policing performance to make everyone in Ontario safer.

Ce rapport est aussi disponible en français

DEEP RIVER POLICE SERVICE

BOARD POLICY

Policy Number	LE-045 DRPSB
Policy Title	**Vehicle Pursuits**
Issued	21 October 2025
Reviewed	
Revised	-
Expires	Indefinite
Rescinds	-

1. **Preamble:**

   a) Pursuant to the *Community Safety and Policing Act (section 38(2))* a Police Service Board (the Board) may establish policies respecting matters related to the Police Service or the provision of policing;

   b) *Ontario Regulation 397/23 - Vehicle Pursuits* requires the Boards to have a policy on vehicle pursuits that is consistent with the *Regulations*; and

   c) The Board recognizes that vehicle pursuits are serious in nature, and that ensuring the safety of the citizens of the Town of Deep River and the safety of this Police Service's Members are paramount in all aspects of police decision-making, including with respect to vehicle pursuits.

2. **Board Policy:**

   a) It is the policy of the Board pursuits be conducted only in accordance with the procedure set out by the Chief of Police as established in accordance with Sections 4 and 5 of *Ontario Regulation 397/23 - Vehicle Pursuits* and this Policy;

   b) It is the policy of the Board with respect to vehicle pursuits that the Chief of Police shall:

      I. Establish and maintain written procedures on vehicle pursuits that are consistent with *Ontario Regulation 397/23 - Vehicle Pursuits*;

      II. The procedures referred to above shall;

      - address the management and control of vehicle pursuits;
      - set out tactics that may be used as an alternative to vehicle pursuits and tactics that may be used for following or stopping a fleeing motor vehicle;

- describe the responsibilities of police officers, communicators; communications supervisors and road supervisors; and

- describe the equipment available to the Police Service for implementing alternative tactics.

III. Ensure that a multi-jurisdictional protocol is developed with other police agencies dealing with issues relating to vehicle pursuits;

IV. Ensure that Members involved with vehicle pursuits have the requisite knowledge, skills, and abilities to perform this function, and in particular, are trained in accordance with the requirements of *Ontario Regulation 397/23 - Vehicle Pursuits;*

V. Ensure Members receive training about the intentional contact between vehicles consistent with the requirements of Section 11 of *Ontario Regulation 397/23 – Vehicle Pursuits*;

VI. Ensure Members have successfully completed the required Ministry prescribed training;

VII. Address the use of tire deflation devices and officer training;

VIII. Ensure that Members involved with vehicle pursuits have available and use appropriate tools and equipment in performing this function;

IX. Ensure that an appropriate number of police vehicles are equipped with tire deflation devices and that officers are trained on their use; and

X. Ensure procedures established are in accordance with any prescribed Ministry directives or policing training standards.

3. **Report to the Board**:

a) The Chief of Police shall make a written report to the Board within 30 days immediately following any vehicle pursuit in which:

I. There has been property damage;
II. There has been a personal injury or death;

III. The procedures with respect to vehicle pursuits were not followed; and

IV. In any other circumstance where, in the opinion of the Chief of Police, there is a significant issue or potential liability to the Board or the Police Service.

b) The report shall disclose whether the vehicle pursuit incident was reported to the Special Investigations Unit.

4. **Annual Reporting Requirements:**

The Chief of Police shall make a written report to the Board on or before August 30th of each year. The report shall include:

a) A summary of the written procedures regarding vehicle pursuits;

b) Confirmation of compliance with the procedures regarding vehicle pursuits; and

c) The total number of vehicle pursuits undertaken in the previous 12-month period ending July 31 of that year, and a summary of each.

Russell

Chair

21 October 2025

Date

Deep River Police Service Board - Annual Workplan (DRAFT FOR REVIEW)

Version 0.91
Last updated 10/22/2026 (added review of IG decisionsto Governance activities)

Theme	Activity	Input information	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Comments
Board Functioning and Development	Elect Chair for the calendar year														
	Review, update and approve the annual meeting schedule and Board workplan														
	Conduct a board self assessment or governance reflection														
	Review results of board self-assessment and identify potential issues and corrective actions														
	Identify training and orientation needs for board members														
Governance Activities	Review previous year's governance activities														
	Identify governance priorities for the upcoming year														
	Review Inspector General decisions and identify any updates that may be required for our policies.														
	Review, update and approve policies and by-laws scheduled for periodic review	Policy review schedule													Policy *GP-011 Active Attacker Incidents* reviewed.
Oversight and Strategic Alignment	Review progress against strategic priorities	Policy AI-001													
	Review previous year policing outcomes against strategic objectives and priorities														
	Confirm alignment between policing priorities, Community Safety and wellbeing Plan, and Strategic Plan														
	Set strategic objectives and priorities, and associated key performance indicators for the year														
	Review operational trends, emerging risks, and community safety priorities (quarterly reports)														Timing of quarterly reporting to be discussed at Oct 29 meeting
Employee Wellness	Review summary report of incidents of workplace violence	Policy AI-016													

	Review results of annual employee satisfaction engagement and identify emerging issues and potential corrective actions														
Financial Stewardship	Identify key budget requirements for the upcoming year (resource needs, service pressures, etc.)														
	Update the 3-year capital requirements plan														
	Prepare and approve the operational and capital budget for the upcoming year														
	Review financial performance against budget, projections for the remainder of the year, and identify any corrective actions required														
Community Engagement and Transparency	Identify community engagement needs for the upcoming year														
	Review community needs captured in the strategic plan and update acccordingly														
	Confirm appropriate governance information is shared with the public and Council														Minimum legislative reporting requirements met (meeting agendas and policies are published on website).
	Present Annual Police Service Report to Council (before June 30)	Policy AI-011													
	Present a mid-year report to Council														Deferred. Regular Council presentations to be scheduled for 2027 year.
Compliance and Reporting	Review and approve the **Annual Police Service Report** (before June 30)	Policy AI-011													
	Compliance with legislated training requirements (statement of compliance)	Policy AI-002													
	Summary of investigation capabilities	Policy LE-006													
	Summary of steps taken to promote, implement and evaluate problem-oriented policing initiatives	Policy CP-001													
	Crime and calls for service analysis report and emerging trends	Policy GP-001 Policy LE-003													
	Annual audit of "adequate and effective policing" and complaince statement	Policy GP-006													
	Summary of Naloxone Administration	Policy GP-013													
	Summary of Complaints of Misconduct	Policy GP-014													

DRAFT FOR REVIEW

	Summary of Street Checks conducted and related complaints (Collection of Identifying Information)	Policy GP-017													
	Summary of Shared Services agreements	Policy GP-018													
	Summary of Joint Forces operations	Policy LE-009													
	Summary of Internal Task Forces ,related costs and outcomes	Policy LE-010													
	Summary of Search of Persons occurences	Policy LE-012													
	Review and approve annual **Use of Force** report	Policy AI-012													
	Review and approve annual **Missing Person's Report** and **Urgent Demand Requests** report	Policy GP-001 Policy LE-026													
	Review and approve annual **Vehicle Pursuits** Report	Policy LE-045													Policy and reporting requirements to be reviewed at Oct 29 meeting.
	Confirm reports are submitted to the relevant authorities and published as required														To be deferred to Nov meeting
Chief Performance and Accountability	Identify and agree performance objectives/goals for the Chief														
	Conduct a mid-year Chief of Police performance evaluation														
	Conduct an end-of-year Chief of Police performance evaluation														
	Confirm submission of Chief performance evaluation for the previous year														