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

1 Call To Order

2 Adoption of Agenda

Resolution 1 MOVED BY:
SECONDED BY:

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

3 Declarations of Pecuniary Interest

4 Minutes of Previous Meetings

4.1 Minutes from the Regular meeting of September 3, 2026

Resolution 2 MOVED BY:
SECONDED BY:

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

4.2 Minutes from the Regular meeting of September 17, 2026

Resolution 3 MOVED BY:
SECONDED BY:

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

5 Correspondence

Resolution 4 MOVED BY:
SECONDED BY:

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

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	
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

Update from Graham Whight re Inspectorate of Policing inspections

6.2 Report from the Station

6.3 Financial Update

6.4 Governance Topics

6.5 Strategic Priorities and Direction

6.6 Board Workplan

7 In Camera Meeting

Resolution 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.

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

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

9 Meeting Dates

Next Meeting of the Board: October 22, 2026

10 Adjournment

Resolution 6 MOVED BY:
SECONDED BY:

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

MINUTES
Deep River Police Service Board
September 3, 2026 – 5:30pm
Town Hall

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

1 Call To Order

The Chair called the meeting to order at 5:49 pm.

2 Adoption of Agenda

Resolution 1 MOVED BY: Tracy Russell
SECONDED BY: Christina Giardini

BE IT RESOLVED THAT the agenda for the meeting of September 3, 2026 be approved as presented / amended.

CARRIED

3 Declarations of Pecuniary Interest

4 Minutes of Previous Meetings

4.1 Minutes from the Regular meeting of July 20, 2026

Resolution 2 MOVED BY: Suzanne D'Eon
SECONDED BY: Christina Giardini

BE IT RESOLVED THAT the minutes from the Meeting of July 20, 2026 be approved as presented / amended.

CARRIED

4.2 Minutes from the Regular meeting of August 13, 2026

Resolution 3 MOVED BY: Suzanne D'Eon
SECONDED BY: Christina Giardini

BE IT RESOLVED THAT the minutes from the Meeting of August 13, 2026 be approved as presented / amended.

CARRIED

5 Correspondence

Resolution 4 MOVED BY: Tracy Russell
SECONDED BY: Suzanne D'Eon

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

CARRIED

Date	Received From	Subject	Notes
24 July 2026	Inspectorate of Policing	Advisory Bulletin 4.1 on Political Activity - What Board Members Need to Know	
28 July 2026	Inspectorate of Policing	Memo #12: Release of the Inspector General of Policing 2025 Annual Report	
28 July 2026	Police Governance Ontario	Briefing 1 - Inspector General Releases 2025 Annual Report	Includes questions for the Board to consider when reading the IG Annual Report
4 August 2026	Police Governance Ontario – Zone 2	Save The Date - Next PGO Zone 2 Meeting - September 25, 2026	Next Zone 2 meeting to take place in Cornwall on September 25.
10 August, 2026	Police Governance Ontario	Briefing 3: Interpreting the Inspector General of Policing's 2025 Annual Report	
18 August, 2026	Police Governance Ontario	Governance Briefing No. 5: Evidence-Informed Governance	
3 September, 2026	Police Governance Ontario – Zone 2	Agenda for next Zone 2 meeting	Includes update from Graham Wight, and a presentation re Human Trafficking

6 Business

6.1 Board Education Item

The Chair updated the Board on her attendance at a Police Governance Ontario online discussion. The primary topics raised were:

- The increasing operational requirements associated with mental health
- The increasing costs of policing across Ontario

6.2 Report from the Station

The Chief of Police provides an update of recent activities to the Board, including:

- Various meetings with representatives from Deep River and District Health, the Renfrew and District School Board, and Renfrew and District Catholica School Board, and Canadian Nuclear Laboratories.
- Some minor renovations related to security have been completed at the police station.
- An application for provincial grant funding has been submitted to purchase AEDs for each police vehicle.
- The Chief and his team are reviewing additional grant programs and identifying appropriate projects.

6.3 Financial Update

Deferred.

6.4 Legislative and Policy Matters

The Chief updated the Board on the gathering of information required for the Inspectorate of Policing corruption inspection, including:

- Policies, procedures
- Organizational charts
- Records of vetting, etc.

The Chief noted that some information is required from the Board. All information must be submitted to the IoP by September 8, 2026.

The Chief noted that the IoP has also indicated that further inspections will be undertaken in 2027 focussed on governance practices and response times.

6.5 Strategic Priorities and Direction

Deferred.

6.6 Board Workplan

The Board reviewed the upcoming governance tasks for Q4 2026. These include budgeting, preparation for a transition after the municipal election, and establishing performance objectives for 2027.

7 In Camera Meeting

Resolution 5 MOVED BY: Tracy Russell
SECONDED BY: Christina Giardini

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(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.

CARRIED

The Board entered the In Camera meeting at 6:33 pm.

The Board existed from the In Camera meeting at 7:27 pm.

7.1 44 (2)(b) – IDENTIFIABLE INDIVIDUALS: Personnel Matter

7.2 44 (2)(d) – LABOUR RELATIONS: Indemnification and Legal Representation

8 Matters arising from In Camera Meeting

Resolution 6 MOVED BY: Tracy Russell
SECONDED BY: Suzanne D'Eon

BE IT RESOLVED THAT THE Deep River Police Service Board declares the Permanent Full-Time Sergeant position vacant, and directs the Chief of Police to proceed with a fair, transparent, and competitive internal recruitment process open to all eligible candidates.

CARRIED

9 Meeting Dates

Next Meeting of the Board: September 17, 2026

10 Adjournment

Resolution 7 MOVED BY: Suzanne D'Eon
SECONDED BY: Tracy Russell

BE IT RESOLVED THAT THE Deep River Police Service Board hereby adjourns this meeting at 7:30 pm.

CARRIED

SPECIAL MEETING MINUTES
Deep River Police Service Board
September 17, 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
	Christian Kaiser	Board Secretary	CK

1 Call To Order & Confirmation of Quorum

The Chair called the meeting to order at 5:30pm.

This Special meeting was called under extraordinary circumstances without the seven days notice required by the Community Safety and Policing Act.

2 Adoption of Agenda

Resolution 1 MOVED BY: Christina Giardini
SECONDED BY: Suzanne D'Eon

BE IT RESOLVED THAT the agenda for the meeting of September 17, 2026 be approved as presented.

CARRIED

3 Review of Board Procedures

- GP011 – Active Attacker Incidents
- GP012 – Extreme Incident Response Plan

The Board reviewed the policies and discussed the following points:

- The definition of Active Attacker under the policy, and how it aligns with the definition in normal police practice.

4 In – Camera Meeting

Resolution 2 MOVED BY: Tracy Russell
SECONDED BY: Kelly Lapping

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,
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44 (2) The meeting or part of the meeting may be closed to the public if the subject matter being considered is....
(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;
(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;

CARRIED

4.1 CONFIDENTIAL INFORMATION: Application of Procedures to the current incident

The Board entered the In Camera session at 5:36pm.

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

5 Return to open session - Public report-back and non confidential outcomes

The Chief recommended that the Board follow the direction of the media liaison team regarding the release of any public information regarding active investigations.

The Board directed the Chief to identify any supports necessary to assist the Deep River Police Service members.

6 Next Steps & Adjournment

Resolution 3 MOVED BY: Tracy Russell
SECONDED BY: Christina Giardini

BE IT RESOLVED THAT THE Deep River Police Service Board hereby adjourns this meeting at 7:23pm.

CARRIED

Christian Kaiser

From: Jeanine Lassaline-Berglund <communications@policegovernanceontario.ca>
Sent: September 28, 2026 08:00 AM
To: Christian Kaiser
Subject: Supporting Your Association: Are You Using Everything Your Membership Offers?

There is an easy way to think about association membership.

You pay your annual fee. You attend the conference. You receive emails. Maybe you download a resource when you need one.

But that is only part of the value of belonging to PGO.

Over the past few years, we have been building more ways for Board members and the people who support them to learn, connect, share experience and develop the knowledge they need to govern well.

Some are big events. Some take an hour. Some happen around a table with other Boards facing exactly the same question you are.

So, a question worth asking:

How much of your PGO membership are you actually using?

More than one conference

Our annual **Spring Conference and AGM** remains our largest learning and networking event of the year, bringing police governors from across Ontario together for several days of substantive learning, discussion and connection.

But professional development shouldn't happen once a year.

PGO also offers a **Joint Labour Conference** focused on the specialized labour issues facing police governance, and our annual **Administrators Virtual Summit** provides dedicated learning and connection for the people doing the important work that supports Boards every day.

This year, we are adding something new: an **AI for Governance Summit**.

Artificial intelligence is already changing how organizations work, how information is created and consumed, and the questions governors need to ask. We want Boards learning about those changes while they are happening, not several years after they arrive.

Sometimes the best learning happens in a conversation

Not every governance question needs a conference.

Our **Discussion Groups** create space for Board members and administrators to talk with their peers about the issues they are actually working through.

What are other Boards doing?

Has anyone dealt with this before?

Are we interpreting this the same way?

What worked? What didn't?

Those conversations matter because police governance can sometimes feel surprisingly isolated. Individual Boards may be dealing with very similar issues without realizing the Board in the next community is having exactly the same conversation.

PGO can help make those connections.

Our renewed investment in **Zones** is another part of that work. As we shared recently, we are moving from simply funding Zones to building them as part of PGO's governance infrastructure, with greater opportunities for regional learning, professional development, information sharing and connection.

Learning should fit into the work

We also know Board members and administrators don't always have a day to give us.

That's why our learning approach continues to expand beyond traditional events.

Governance Insights let us explore an issue in a practical, accessible format.

Podcasts give members another way to learn when sitting down for a webinar isn't practical.

Micro-learning can bring a focused governance lesson into a Zone meeting or other member gathering.

Training and learning sessions allow us to go deeper when the subject requires it.

And peer-to-peer opportunities let members learn from people who have actually done the work.

The goal isn't to fill your calendar.

It's to make good governance learning easier to fit into it.

Your experience is part of the value too

There is another side to all of this.

PGO can organize the conference, create the Discussion Group, provide the facilitator, invite the expert and build the learning opportunity.

Members make those opportunities better by participating.

When you bring a question to a Discussion Group, another Board may have the answer.

When you share an experience at a Zone meeting, another member may avoid a problem you've already solved.

When you respond to a survey, you help us build a better picture of what is happening across Ontario.

When you tell us about an emerging issue, we can determine whether it is happening somewhere else too.

Supporting your association isn't only about paying a membership fee. It is also about participating in it.

The more Boards share, learn and connect, the stronger the network becomes for everyone.

And there is more happening behind the scenes

Education is the first pillar of PGO's work, but it doesn't stand alone.

Alongside Expertise and Advocacy, it represents the three ways PGO supports Boards across Ontario every day. Sometimes that support is highly visible through learning opportunities and resources. Other times it happens quietly through research, relationships, policy discussions, expert consultation and provincial conversations that ultimately help Boards do their work better.

There is research happening. Relationships being built. Issues being raised. Experts being consulted. Questions from Boards being investigated. Provincial developments being watched. Conversations taking place with organizations and decision-makers whose work affects police governance.

Sometimes the most valuable thing your association can provide isn't another event or document.

Sometimes it's knowing **who to ask, who needs to hear the issue, and what to do with the answer.**

We'll tell you more about that next.

For now, take another look at what's available through your PGO membership.

And then use it.

Leading excellence in police governance.

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.

Christian Kaiser

From: Jeanine Lassaline-Berglund <communications@policegovernanceontario.ca>
Sent: September 29, 2026 08:00 AM
To: Christian Kaiser
Subject: Hold the Date: AI & Police Governance Virtual Summit | November 25



Artificial intelligence is moving quickly from something we talk about to something organizations and individuals are already using.

For police Boards, that raises some important questions.

What exactly is AI?

What do Board members actually need to understand about how it works, what it can do, where it can go wrong, and why human judgment and critical thinking still matter?

Where is AI already being used in policing?

As police services explore and adopt AI-enabled technologies, Boards need to understand enough to exercise meaningful governance and oversight.

What should Boards know about the technologies being used by their police service? What questions should they be asking? What are the implications for privacy, accountability, bias, policy, risk, transparency and public trust?

Boards do not need to become technology experts.

They do need to know how to govern organizations that are increasingly using technology they may not fully understand.

And then there is another question.

What about AI around our own Board tables?

Board members and administrators increasingly have access to powerful AI tools, sometimes through applications they already use.

Are individual members already using AI to research issues, summarize information, prepare for meetings or develop their thinking?

Are documents or information being entered into AI tools without a clear understanding of privacy, confidentiality or information-security implications?

Are AI-generated answers being independently verified?

Could AI be influencing Board discussions or decisions without anyone knowing it was used?

And has your Board ever discussed what responsible AI use should look like?

Before we ask how AI can help us govern better, we need to understand how it may already be affecting our governance and what appropriate guardrails should be in place.

Only then can we explore the opportunity.

Used responsibly, AI has the potential to help Boards work with information, undertake research, prepare for meetings, identify better questions, test assumptions and increase their capacity to govern.

But AI cannot exercise governance for us.

It can increase our capacity to govern. It cannot assume our responsibility to govern.

Join us on November 25.

Police Governance Ontario is bringing these conversations together for a **full-day virtual summit dedicated to AI and police governance.**

We will start with the fundamentals and build from there:

Understand it.
What is AI and what do governors actually need to know?

Govern it.
Where is AI being used in policing and what does meaningful oversight look like?

Look inward.
How might AI already be used around our own Board tables, and what risks does that create?

Establish the guardrails.
What policies, practices, training and expectations should Boards consider?

Use it well.
How can AI responsibly support stronger and more effective governance?

Whether you are already using AI regularly, have only experimented with it, or aren't entirely sure what all the fuss is about, this Summit is being designed to meet you where you are and move the conversation forward.

The objective is not to turn Board members into AI experts.

It is to help us become better prepared governors in an environment that is changing quickly.

For now, we're asking you to do one thing:

Hold the date.

Wednesday, November 25, 2026
PGO AI & Police Governance Virtual Summit
Full Day | Virtual

A full program of speakers, sessions and practical learning will be announced over the coming weeks.

Registration information coming soon.

Police Governance Ontario
Leading excellence in police governance.

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Christian Kaiser

From: Jeanine Lassaline-Berglund <communications@policegovernanceontario.ca>
Sent: October 5, 2026 08:01 AM
To: Christian Kaiser
Subject: Supporting Your Association: Sometimes the Most Valuable Resource Is Knowing Who to Ask

Police governance boards are expected to oversee increasingly complex organizations and make decisions on issues that can involve legislation, labour relations, finance, human resources, community expectations, privacy, technology, risk, communications and public accountability.

No Board can reasonably be expected to have expertise in all of it.

And it probably shouldn't try.

One of the advantages of belonging to a provincial association is having somewhere to turn when the answer isn't obvious.

Sometimes the most valuable resource isn't knowing the answer. It's knowing who to ask.

Start with PGO

Members contact us with questions every day.

Sometimes the answer is relatively straightforward. We may already have a resource, previous research or experience from another Board that can help.

Sometimes the question requires a little more work.

And sometimes the best thing we can do is recognize that the expertise needed sits somewhere else.

Over time, PGO has developed relationships with people and organizations that understand different parts of the police governance environment. That includes governance practitioners, legal and labour experts, municipal partners, police leaders, administrators, government and regulatory organizations, consultants, trainers and other subject-matter experts.

PGO doesn't need to pretend to be all of those things.

Our job is to understand the governance question and help members find the knowledge, experience or connection that can move it forward.

Sometimes the expert is another Board

There is also a tremendous amount of expertise sitting around Board tables across Ontario.

A Board may be working through something for the first time, while another Board has already spent six months solving it.

An administrator may be developing a process that someone in another community already has in place.

A Chair may be dealing with a governance challenge that another Chair has experienced before.

That's one of the reasons PGO continues to invest in peer-to-peer opportunities, Discussion Groups and Zones.

We don't need every Board reinventing the same wheel.

Sometimes our role is simply to connect the people who should be talking to one another.

Sometimes one question tells us something bigger

This is where individual member questions become particularly valuable.

One Board calls about an issue.

Then another does.

Then we hear about it at a Zone meeting.

At that point, we may no longer be dealing with an isolated question.

We may have identified a governance issue.

PGO can research it, ask other Boards what they are experiencing, bring in expertise, speak with a provincial partner or develop something that helps the broader membership.

A question may become a Governance Insight.

It may become a Discussion Group topic.

It may lead to a survey or benchmarking exercise.

It may identify the need for a new tool, guide or learning session.

And sometimes it becomes something PGO needs to raise at another table.

That is one of the advantages of having a provincial association. We can see patterns that individual Boards may not be able to see on their own.

Access to expertise doesn't always mean the service itself is free

There is an important distinction here.

Your PGO membership gives you access to our support, knowledge, network and connections. It doesn't mean every external professional service a Board may require is included in the cost of membership.

There will be times when a Board needs its own legal opinion, consultant, facilitator or other professional service and should budget accordingly.

What PGO can often help with is understanding the issue, identifying available resources, sharing what we know and, where appropriate, helping you find the expertise you need.

That can save a Board a lot of time spent wondering where to start.

Expertise works both ways

PGO's network isn't something that exists somewhere outside the membership.

You are part of it.

Board members and administrators bring years of experience from governance, municipal government, policing, finance, law, business, human resources, community organizations and countless other fields.

When members share that knowledge, everyone benefits.

That is another way to support your association.

Answer the survey.

Bring the question to the Discussion Group.

Share the approach that worked for your Board.

Tell us when something isn't working.

Raise the issue you're seeing in your community.

Offer your expertise when you have something that could help another Board.

The stronger the exchange of information between members and PGO, the better we become at identifying what Boards need.

And sometimes our job is to take the issue somewhere else

Not every governance problem can be solved with a resource, a conversation or an expert.

Some issues are systemic.

They may involve legislation, provincial policy, policing practices, reporting, funding, regulation or something affecting Boards across Ontario.

That's where another part of PGO's work begins.

Advocacy.

Advocacy is one of PGO's three core pillars, alongside Education and Expertise. Much of that work happens where members don't necessarily see it. There are meetings, working groups, research, briefings, consultations and conversations happening throughout the year. Relationships are being built with organizations whose decisions affect your work. Issues raised by Boards are being carried into discussions that an individual Board may not otherwise have access to.

And advocacy doesn't always mean writing a letter to government.

Sometimes it means making sure the police governance perspective is in the room before a decision is made.

Sometimes it means bringing the right organizations together around a shared problem.

Sometimes it means gathering enough evidence to demonstrate that what looks like one Board's problem is actually happening across the province.

And sometimes it means pushing for change.

Some of the most important work your association does may be work you never see.

In our next message, we'll take you behind the scenes and show you how PGO's three pillars, **Education, Advocacy and Expertise**, are becoming much more than words in a strategic plan.

They are shaping what we build, what we work on and where PGO is going next.

Leading excellence in police governance.

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Christian Kaiser

From: Jeanine Lassaline-Berglund <communications@policegovernanceontario.ca>
Sent: October 6, 2026 08:00 AM
To: Christian Kaiser
Subject: New: PGO Fall Newsletter 7th Edition | Governance in Transition

Preparing for change, protecting continuity and moving governance forward.

The Fall Edition is Here

The Fall 2026 edition of the **PGO Quarterly Newsletter: Governance in Transition** is now available.

This edition looks ahead to a period of change across police governance, with practical information on:

- Election transition and Board continuity
- Preparing and orienting incoming Board members
- Budgeting for governance
- The role and commitment of a Board member
- 2027 PGO membership and Zone updates
- New and updated Members Portal resources
- Upcoming PGO learning and events

READ THE FALL NEWSLETTER

You can find this edition, along with previous PGO newsletters, under **Updates & Insights → Newsletters & Publications** on the PGO website.

Preparing for Change. Protecting Continuity. Moving Governance Forward.

Police Governance Ontario
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Preparing for Change. Protecting Continuity. Moving Governance Forward.

GOVERNANCE IN TRANSITION

Edition 7 Fall 2026

In This Edition

1. Governance in Transition
2. A Difficult Season for Policing / In Remembrance
3. Ready for Transition?
4. The Tools Are Here. The Next Step Is Yours.
5. Budgeting for Governance
6. Election Transition: Prepare the Next Board to Govern
7. You've Been Appointed. Now What?
8. Continuity: The Work Doesn't Stop
9. Filling a Provincial Appointee Vacancy
10. Your Membership in 2027
11. Around the Governance Table
12. Hold the Dates

Stay Connected with PGO

- Have a question or topic to share? communications@pgo.ca
- Visit us online www.policegovernanceontario.ca
- Follow and connect LinkedIn | Instagram | Facebook

Governance Doesn't Pause for Transition

Ontario's police governance community is entering another period of change. Municipal elections will bring new appointments, new relationships and, for some Boards, significant changes around the governance table. New members will arrive with questions, while returning members carry forward valuable knowledge and experience.

But the work of the Board continues.

Budgets still need to be set. Governance responsibilities remain. Communities still expect effective oversight. And increasingly complex policing issues continue to require informed, thoughtful governance.

Over the past year, PGO has focused on building the practical tools, guidance, learning opportunities and support Boards need. As we enter this next period, the challenge shifts from simply having access to good information to putting it into practice. **The next step is using them.**

The next step is using them. Good governance is not achieved simply because information is available or a resource has been downloaded. It happens when Boards ask better questions, make deliberate decisions, prepare for what is coming and put what they know into practice.

This edition of Governance in Transition is designed with that in mind. We look at protecting continuity through the coming election, the tools and resources already available to Boards, changes ahead for PGO membership and Zones, and new opportunities to learn, connect and strengthen governance practice.

Transition does not have to mean starting over. It is an opportunity to carry forward what is working, address what isn't and prepare the next Board to move forward from a stronger starting point.

Good governance continues, even when the people around the table change.

IN REMEMBRANCE



IN SERVICE.
IN LEADERSHIP.
IN MEMORY.

Remembering Bruce Chapman, O.O.M.

Police Governance Ontario joins colleagues across Canada's policing and public safety community in mourning the passing of Bruce Chapman, O.O.M.

Bruce dedicated much of his life to policing and public safety. His 40-year career with Peel Regional Police was followed by leadership with the Peel Regional Police Association and the Police Association of Ontario, and later by work that continued to connect him with policing professionals across Canada.
Bruce was also part of our own history, serving for a time as Executive Director of the Ontario Association of Police Services Boards, now Police Governance Ontario. He was a valued collaborator and partner who understood the importance of relationships across policing and police governance.
But Bruce was much more than the positions he held. He was a dependable friend, a generous colleague, an avid golfer and someone who knew how to laugh. He made an impression wherever he went and earned the respect of people from across the policing community, not simply for what he accomplished, but for the person he was.
PGO extends our sincere condolences to Bruce's family, friends and the many colleagues whose lives he touched.
He will be deeply missed and warmly remembered.

A Difficult Season for Policing

Remembering those we have lost. Standing with those who continue to heal.

The past several months have brought an extraordinary measure of loss and injury to policing communities across Canada. Since the spring, five police officers in Ontario and Quebec have died in the line of duty: Sûreté du Québec **Sergeant Anaïs Fortin-Cozzens**, **OPP Sergeant Brandon Malcolm**, **OPP Provincial Constable Tarun Bali**, Toronto Police Service **Constable Marc Pinizzotto** and Service de police de la Ville de Montréal **Constable Mohamed Lamine Benredouane**. Durham Regional Police Service **Constable-in-Training Tyrone Magbitang** also lost his life while travelling to the Ontario Police College.

Others have faced long roads to recovery. Two RCMP officers in Saskatchewan suffered serious, potentially life-altering injuries after being shot while responding to a call in June. A Durham constable-in-training was critically injured in the collision that claimed Magbitang's life. Toronto officers have suffered serious injuries in separate incidents this summer. And most recently, Belleville Police **Constable Jeff Smith** was critically wounded while protecting members of the community gathered at the Sons of Jacob Synagogue on Yom Kippur.

Behind every death and serious injury are families, colleagues, police services and communities whose lives are changed with them. The cumulative weight of these events has been felt throughout Canada's policing community.

PGO remembers those who have been lost, stands with those who continue to recover, and recognizes the officers, civilian members, leaders and families who continue to serve while carrying that loss.

We remember those we have lost. We stand with those who continue to heal.

READY FOR TRANSITION?



If your Board changed tomorrow, could the next group pick up where you left off?

Municipal elections will bring change to many police governance tables. Some Boards will welcome several new members. Others may experience changes in municipal leadership, administration or support arrangements. For some OPP Detachment Boards, even the municipality providing administrative support may change.

The goal is not to eliminate disruption. It is to make sure important knowledge, decisions and unfinished work don't disappear with the people who currently hold them.

4 THINGS TO CHECK NOW

1 | KNOWLEDGE

Have we documented what the next Board needs to know, including current priorities, key decisions, outstanding issues and important relationships?

2 | CONTINUITY

Have we talked with our municipality or municipalities about appointments, timelines, administrative support and how continuity will be protected through the transition?

3 | WORK

Have we identified what must continue through the election period and what unfinished work needs to be carried forward to the next Board?

4 | RESOURCES

Does our 2027 budget reflect what the Board actually needs to govern effectively, including administration, training, engagement and other governance responsibilities?

If the answer to any of these is "not yet," now is the time.

PGO has already developed transition, budgeting and governance resources to help Boards prepare. The work now is not to create another plan. It is to use the tools available, have the necessary conversations and make the decisions that will protect continuity.

BEFORE YOUR NEXT BOARD MEETING

Put transition readiness on the agenda.

Ask one simple question:

> *"What could fall through the cracks if the people around this table change?"*

Then identify who is responsible for making sure it doesn't.

THE TOOLS ARE HERE.

THE NEXT STEP IS YOURS.



Over the past year, PGO has expanded the practical support available to Ontario's police Boards. New guidance, templates, discussion forums, legislative updates, governance tools and learning opportunities have been developed in direct response to the questions and challenges we hear from members.

But a resource only creates value when it is used. Good governance requires more than knowing where to find an answer. It requires Boards to bring that information into their discussions, decisions and practices.

FROM RESOURCE TO PRACTICE

FIND IT

Use PGO resources to understand the issue and your Board's responsibilities.

DISCUSS IT

Put the issue on the agenda. Ask questions. Make sure the Board understands what it means locally.

APPLY IT

Turn the discussion into a decision, practice, policy or action.

REVIEW IT

Come back to it. Did it work? Has anything changed? What needs attention next?

WHAT DOES THAT LOOK LIKE?

You downloaded the Governance & Work Cycle.
Has your Board used it to plan its own year?

You received the election transition guidance.
Has transition readiness appeared on a Board agenda?

You attended a Discussion Group or Zone meeting.
Did anything you heard come back to your Board for discussion?

PGO CAN PROVIDE THE TOOLS. YOUR BOARD PUTS THEM INTO PRACTICE.

PGO will continue to provide information, practical tools, learning opportunities, peer connections and direct support. We can help Boards understand their responsibilities, identify good governance practices and navigate emerging issues. The next step happens at your Board table.

ONE QUESTION FOR YOUR NEXT MEETING

"What is one PGO resource, conversation or piece of guidance we have received that should change something about how we govern?"

Pick one. Put it on the agenda. Do something with it.

LOOKING FOR SOMETHING?

It's on the Members Portal.

Guides, templates, training, discussion groups, legislative updates and practical tools — all in one place.

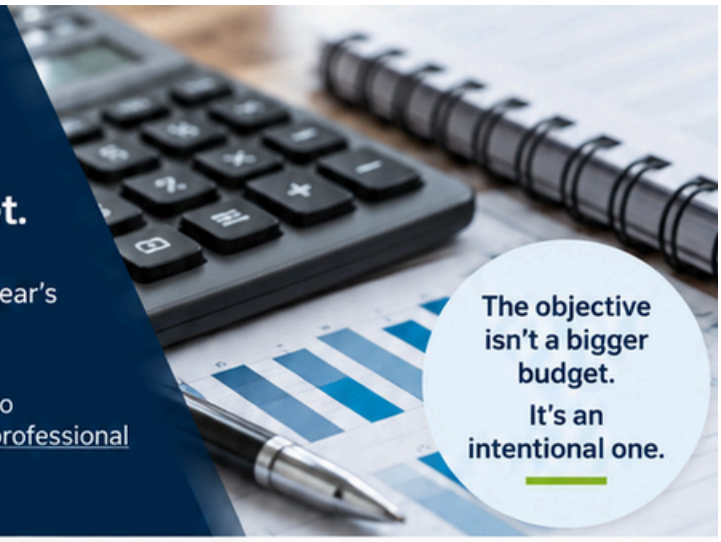
VISIT THE MEMBERS PORTAL

BUDGETING FOR GOVERNANCE

Start with the work. Then build the budget.

As Boards prepare for 2027, it can be tempting to start with last year's budget, adjust the numbers and move on. Start somewhere else.
Start with the work.

What responsibilities will the Board need to fulfill? What does it want to accomplish? What risks need attention? What learning, engagement, professional advice, technology and administrative support will be required?
Only then ask what it will cost.



The objective isn't a bigger budget.
It's an intentional one.

WHAT DOES IT ACTUALLY TAKE TO GOVERN?

Your Board budget may need to provide for:

ADMINISTRATIVE CAPACITY

Meeting support, records, financial administration, deadlines, reporting and the work that happens between meetings.

BOARD DEVELOPMENT

Orientation, mandatory and additional training, conferences and ongoing governance education.

PROFESSIONAL SUPPORT

Access to legal, labour, governance, communications or other independent expertise when required.

ENGAGEMENT & COMMUNICATIONS

Community engagement, public information, website requirements and communications.

SYSTEMS & INFRASTRUCTURE

Technology, cybersecurity, records and information management, insurance, meeting requirements and other operating costs.

GOVERNANCE WORK

Planning, policy development and review, evaluation, committee work, performance oversight and governance improvement.

COUNT WHAT YOU DON'T SEE

Some of the resources supporting your Board may never appear on the Board's financial statement.

Who prepares agendas and minutes? Maintains records and the website? Handles payments? Provides meeting space, technology, IT, communications or administrative support?

Municipalities, police services, First Nations and other partners may currently provide some of these resources directly or in-kind.

They still have value.

Understanding your full governance footprint helps identify what it actually takes to support the Board and where continuity risks may exist if people, agreements or support arrangements change.

BUDGET FOR THE BOARD YOU'RE GOING TO HAVE

The 2027 budget has another dimension: transition.

For many Boards, membership and leadership may change. Some OPP Detachment Boards may also experience changes in administrative or lead-municipality responsibilities.

Think ahead to:

- Orientation & onboarding
- Mandatory training where applicable
- Governance education
- Knowledge transfer
- Records & document continuity
- Technology & system access
- Policy & work-plan handover
- Administrative support

The Board approving the budget today may not be the Board using it tomorrow.

Transition planning is part of preserving governance capacity.

BEFORE YOU APPROVE THE BUDGET, ASK:

1. **What changed?**
   What is new, different or no longer required?
2. **What are we trying to accomplish?**
   Can we connect resources to priorities, actions and intended outcomes?
3. **What happens if we don't fund it?**
   What risk, delay or loss of capacity would that create?
4. **Have we looked at the alternatives?**
   Can existing resources be used differently? Are there opportunities for shared services, different delivery approaches or greater efficiency?
5. **Have we funded governance, not just meetings?**
   If the Board needed to exercise one of its responsibilities tomorrow, would it have the capacity to do it properly?

THE GOVERNANCE PERSPECTIVE

"Fiscal responsibility does not simply mean spending less. It means understanding what is required, why it is required, what risk is created by not funding it, and whether the proposed expenditure represents a reasonable use of resources."

A good governance budget does not necessarily spend more.
It makes the relationship between responsibility, resources and accountability visible.

GO DEEPER

Find *Governing Through the Budget*, the Governance & Work Cycle, and additional budgeting tools in the PGO Members Portal.

The PGO Governance & Work Cycle organizes common Board activities based on the duties and responsibilities established under Ontario's Community Safety *and Policing Act* (CSPA). Specific statutory responsibilities and governance arrangements may differ for First Nations police governance bodies.

ELECTION TRANSITION

Prepare the next Board to govern.

Municipal elections can change who sits around the Board table, but effective transition starts before the new members arrive.

The goal is not simply to fill the seats.
It is to make sure the people filling them are ready to govern.

PGO's Election-Year Board Transition & Continuity Guide and transition process maps provide the detailed roadmap. Use them now to identify what needs to happen locally and who is responsible for each step.



1 ELECTION DAY IS NOT NEW BOARD DAY

For municipal police service boards, the Community *Safety and Policing Act* (CSPA) provides a continuity mechanism.

A member appointed by municipal resolution may continue to sit after their term expires until the earlier of:

SIX MONTHS after the expiry of their term

OR

THE DAY THEIR SUCCESSOR IS APPOINTED

This helps prevent an immediate governance gap while councils complete appointments and reappointments. Do not assume that Election Day automatically ends the existing Board's ability to continue its work. CSPA, s. 34(2).

FOR OPP DETACHMENT BOARDS

Use the OPP Election Transition Process Map to work through the applicable appointment and transition process. Where lead-municipality or administrative responsibilities rotate, consider whether you may also be transitioning who supports the Board, not simply who sits on it.

FOR FIRST NATIONS BOARDS

Transition timing and processes may differ depending on your policing model, agreement and governance structure. The same principles apply: plan early, clarify appointment processes, and ensure continuity of governance and administrative support.

2 BUILD THE ORIENTATION PACKAGE NOW

Don't wait for the names.

A good orientation package should give an incoming member enough context to understand the Board, the work and what comes next.

UNDERSTAND THE BOARD

- Board mandate, composition and responsibilities
- Procedural bylaw and key governance policies
- Code of Conduct and confidentiality obligations
- Chair, administrator and key governance relationships
- Meeting schedule and annual governance/work cycle

UNDERSTAND THE WORK

- Strategic plan and current priorities
- Local Action Plan, where applicable
- Community Safety and Well-Being Plan and the Board's connection to broader community priorities
- Current Board work plan and Governance & Work Cycle
- 2027 budget and significant financial decisions
- Outstanding actions and decisions
- Policies, bylaws or governance projects underway
- Upcoming statutory and governance deadlines
- Current reporting, monitoring and evaluation commitments

UNDERSTAND THE CONTEXT

- Significant decisions already made and why
- Current risks and emerging issues
- Community commitments and engagement underway
- Relationships with municipalities, First Nations, community partners and policing leadership
- Issues the incoming Board will need to monitor or revisit

GET CONNECTED

- PGO Members Portal and learning resources
- Key legislation and regulations
- Board records and document repository
- Email, technology and system access
- Contact information for key partners and supports
- Upcoming meetings, learning opportunities and important dates

Help new members see how the pieces connect.

Orientation should show how the strategic plan, Local Action Plan, Community Safety and Well-Being Plan, Board work plan and budget relate to the Board's priorities, oversight responsibilities and work throughout the year.

3 GET NEW MEMBERS READY TO GOVERN

For Boards operating under the CSPA, appointment is only the beginning of readiness.

APPOINT

Confirm appointments and reappointments as early as the applicable process allows. Provide incoming members with the information they need to begin onboarding.

OATH

A new board member must take the prescribed oath or affirmation before exercising the powers or performing the duties of a Board member. CSPA, s. 35(1).

TRAIN

Members **cannot** exercise Board powers or perform Board duties until successfully completing the approved training on the role of the police service board and the responsibilities of members. CSPA, s. 35(2)-(3).

ORIENT

Mandatory training establishes required foundational knowledge. Board orientation makes that knowledge local. Help new members understand your Board's priorities, policies, relationships, decisions, risks, work cycle and expectations.

BEFORE THE TRANSITION, CHECK:

- ☐ Do we know which appointments and terms may change?
- ☐ Have we reviewed the PGO Election Transition Guide and applicable process map?
- ☐ Are appointing bodies clear about their responsibilities and timelines?
- ☐ Is our orientation package ready?
- ☐ Have we documented significant decisions, commitments and unfinished work?
- ☐ Do we have a process for oath, mandatory training and onboarding?
- ☐ Are records, technology and system-access arrangements ready?
- ☐ If administrative support changes, is the handoff planned?

DON'T JUST FILL THE SEATS. PREPARE THE PEOPLE.

Prepare the appointments. Build the orientation package.
Protect the knowledge. Get incoming members ready to govern.

GO DEEPER

Find the *Election-Year Board Transition & Continuity Guide*, *Municipal and OPP Election Transition Process Maps*, orientation resources and related tools in the PGO Members Portal.

YOU'VE BEEN APPOINTED. NOW WHAT?

A Guide for Police Board Members

Your appointment is an opportunity to make a meaningful contribution to your community through strong, effective police governance.



1 UNDERSTAND THE BIGGER PICTURE

Why your role matters.

Police service boards provide civilian governance and oversight to help ensure effective, accountable and community-focused policing. Your work supports public safety, builds public trust and helps keep your community safe.

You represent the public interest and contribute to decisions that shape policing in your community.

2 KNOW YOUR ROLE

You are a governance decision-maker.

- Provide strategic direction and oversight
- Set priorities and approve key policies
- Monitor performance and outcomes
- Ensure accountability and transparency
- Consider community needs and perspectives
- Work collaboratively as part of a governance team
- Bring independent judgment and critical thinking to discussions and decisions

Authority rests with the Board as a whole. Decisions are made collectively.

3 UNDERSTAND WHAT YOUR ROLE IS NOT

You govern, you do not manage.

- You are not involved in day-to-day operations.
- You do not direct police services or individual officers.
- You do not act on behalf of your employer, municipality or any single interest group.
- You do not work independently of the Board.
- You do not replace the professional expertise of police leadership.
- You do not speak for the Board unless authorized to do so.

Your role is to provide oversight, not operational direction.

4 BE PREPARED TO DO THE WORK

More than meetings.

Being an effective Board member takes time and commitment. Meetings are only part of the job. You will be expected to:

- Read materials and come prepared
- Ask questions and seek clarity
- Participate in meaningful discussions
- Learn and stay informed
- Consider different perspectives
- Follow up on actions and decisions
- Engage in community awareness and relationship building

Plan for regular time between meetings to read, learn, reflect and stay informed.

5 BRING THE RIGHT MINDSET

Curiosity. Independence. Integrity.

Good governance requires more than knowledge of the legislation. It requires a willingness to:

- Think critically and ask good questions
- Look beyond data to understand the bigger story
- Consider risks, emerging issues and community impact
- Be open to different perspectives
- Stay focused on the long-term interests of your community
- Contribute constructively to collective decisions

Your perspective, life experience and connection to the community are valuable assets.

6 BUILD YOUR KNOWLEDGE

Foundation and ongoing learning.

All Board members must complete the provincially approved training on the role of police service boards and the responsibilities of Board members before exercising Board powers or performing Board duties.

That training provides the foundation. Your Board and PGO offer additional resources to help you go deeper, including:

- Local orientation materials
- Governance policies and key documents
- Learning opportunities and discussion groups
- Legislation, regulations and practical guidance
- Connections with experienced board members

Mandatory training tells you what the role requires. Ongoing learning helps you put it into practice.

7 MAKE A MEANINGFUL CONTRIBUTION

Your engagement helps build safer, stronger communities.

LISTEN and understand community needs

ASK questions and seek clarity

CONTRIBUTE your perspective and experience

HELP BUILD trust, accountability and positive change

Good governance takes preparation, curiosity and a commitment to something bigger than yourself.

CONTINUITY

The people may change. The work doesn't stop.

A change in Board composition does not reset the governance calendar. The responsibilities, commitments and oversight work continue through the transition.

Use this time to complete outstanding work, document key decisions and set the next Board up for success.



FINISH IT

What can this Board complete?

Don't allow the approaching transition to create a holding pattern. Continue the governance work already underway.

- Budget work
- Oversight and reporting
- Policy review
- Community engagement
- Performance monitoring
- Outstanding decisions
- Year-end responsibilities

The current Board remains responsible for governing while it remains the Board.

HAND IT OVER

What will the next Board inherit?

Some work will legitimately extend beyond the current Board. Make the handoff clear and easy to follow.

- What is underway?
- Why does it matter?
- What has already been decided?
- What commitments have been made?
- What still requires attention?
- When is the next decision or deadline?

A motion may tell the next Board **what was** decided. Good transition records also preserve **why.**

DON'T LOSE IT

Protect the knowledge.

Institutional knowledge is more than meeting minutes. Capture the context behind the work.

- Significant decisions and rationale
- Strategic and Local Action Plan priorities
- Community Safety and Well-Being connections
- Community commitments and relationships
- Emerging risks and unresolved issues
- Key reporting and monitoring expectations
- Policies or governance projects underway
- Important partner relationships

Give the next Board enough context to exercise their **own judgment** well.

KEEP THE GOVERNANCE CYCLE MOVING

The PGO Governance & Work Cycle organizes common Board activities across the year based on duties and responsibilities established under the CSPA.

Q3
FINANCIAL STEWARDSHIP & RISK
JUL – SEPT

- Budget development and financial projections
- Operational or performance trends
- Emerging risks
- Policy review
- Community safety priorities
- Evaluation preparation
- Transition planning

TRANSITION
PREPARE & HAND OVER
FALL

- Complete outstanding work
- Document key decisions
- Capture context and rationale
- Update records and repositories
- Prepare the orientation package
- Ensure system and contact access
- Brief incoming members

Q4
EVALUATION, RENEWAL & FORWARD PLANNING
OCT – DEC

- Performance evaluation
- Progress against priorities
- Board reflection and improvement
- Year-end reporting
- Next-year priorities and work plan
- Transition and orientation

2027
A STRONG HANDOFF

A well-prepared transition supports:

- Faster orientation
- Informed decision-making
- Continued momentum
- Greater stability
- Stronger community outcomes

BEFORE THE HANDOFF, ASK:

Can the next Board quickly answer these questions?

1. Where are we?
2. What is underway?
3. What requires attention next?
4. Why does it matter?

TRANSITION DOESN'T PAUSE GOVERNANCE.

- ☑ Finish what should be **finished.**
- ☑ Document what needs to be known.
- ☑ Carry forward **what still matters.**
- ☑ Leave the next Board ready to continue the work.

FILLING A PROVINCIAL APPOINTEE VACANCY

A practical resource for Boards

Provincial appointment vacancies can create challenges for Board continuity.

When a provincial appointee position becomes vacant on a police service board or OPP detachment board, it can take time for the Province to make a new appointment. Boards can play an active role in supporting the process by identifying strong candidates, connecting with their local MPP and staying engaged while the provincial appointment process moves forward.

PGO has developed a simple process map to help Boards understand each step, from identifying the vacancy to the Province making an appointment. The process map highlights what Boards can do, where the MPP is involved and what to expect at each stage.

Use this resource to help you take a proactive and informed approach to filling a provincial appointee vacancy.

SAVE IT FOR WHEN YOU NEED IT

The full process map and supporting guidance are available in the PGO Members Portal, including key considerations, tips for engaging with your local MPP and helpful reminders throughout the process.

Your paragraph text

NEW & UPDATED IN THE MEMBERS PORTAL

We've been adding new tools, guidance and resources throughout the summer and fall.

ELECTION-YEAR BOARD TRANSITION & CONTINUITY
Guidance, process maps, timelines, templates and checklists.

POLICE BOARD APPOINTMENT RESOURCES
Resource packages for Municipal Police Service Boards and OPP Detachment Boards, including board member appointment and role resources.

GOVERNANCE TOOLS & RESOURCES
Governance & Work Cycle resources for Municipal Police Service Boards and OPP Detachment Boards.

OPP DETACHMENT BOARD START-UP RESOURCES
Key guidance and tools for new and transitioning boards.

INSPECTOR GENERAL UPDATES
Inspector General's 2025 Annual Report, Memorandum and Notice of Issue, and related PGO member notice.

STRATEGYCORP PRESENTATION & VIDEO
Presentation materials and recording now available.

ADVOCACY & SECTOR UPDATES
PGO Section 220 letter to the Minister and Local Advocacy resources, including a folder for board resolutions. A dedicated folder is available for each advocacy project.

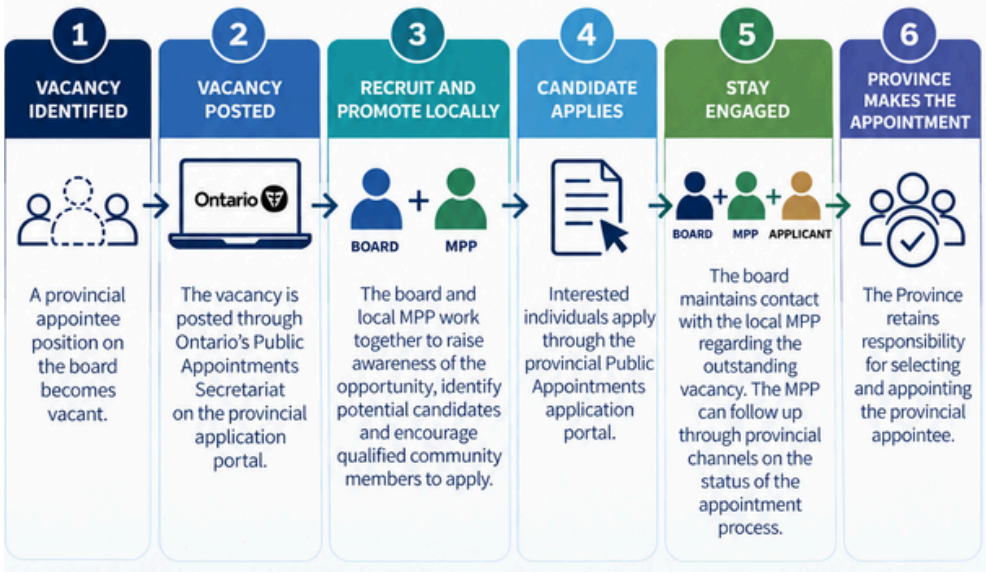
PROVINCIAL APPOINTEE VACANCY RESOURCE
Process map and supporting guidance to help boards understand their role in filling a provincial appointee vacancy.

SET UP YOUR DASHBOARD
so you don't miss the most recent updates. Visit the Members Portal regularly to find the tools and resources you need.

Filling a Provincial Appointee Vacancy

A COLLABORATIVE APPROACH

Provincial appointees play an important role on municipal police service boards and OPP detachment boards. While the Province is responsible for selecting and appointing provincial appointees, boards and local MPPs can take active steps to help raise awareness and encourage qualified community members to apply.



FIND IT IN THE MEMBERS PORTAL

Download the full resource anytime.

YOUR MEMBERSHIP IN 2027

Supporting the work. Strengthening the network.

As Boards prepare their 2027 budgets, PGO membership and Zone fees have been updated to reflect the cost of delivering member services and the increasing range of governance support learning, advocacy and resources available to Boards.

2027 MEMBERSHIP FEES

MUNICIPAL POLICE SERVICE BOARDS

For 2027, PGO membership and Zone fees will **increase by 7%**, reflecting a cost-of-living update.

This 7% increase applies to **both the membership fee and Zone fees**.

Boards should use their current membership and Zone fees, plus 7%, when preparing their 2027 budgets.

OPP DETACHMENT BOARDS

OPP Detachment Board membership continues to use PGO's **per-property model**.

The 2027 increase to $0.23 per property reflects **a cost-of-living update and includes both the membership fee and Zone fees.**

2026		2027
$0.21 per property	→	**$0.23** per property

Plus applicable HST.
Property counts used for membership calculations are based on the 2025 OPP billing property counts.

YOUR ZONE. YOUR NETWORK.

PGO is provincial. Governance happens locally.

PGO's Zones create a regional connection between Boards that often share communities, policing environments, challenges and opportunities.

They are a place to compare experiences, raise emerging issues, share approaches and identify concerns that may extend beyond a single Board.

An issue that appears local may be happening in communities across the province. A question one Board is struggling with may already have been addressed elsewhere. And an advocacy issue raised collectively can carry considerably more weight than Boards working independently.

Zones help us connect those dots.

MAKE YOUR ZONE WORK FOR YOU

You don't need to wait for a formal PGO initiative to use the network.

- Bring forward the issues your Board is seeing.
- Ask what other Boards are experiencing.
- Share practices that are working.
- Identify areas where Boards need additional support.
- Flag emerging concerns before they become bigger problems.

When an issue may require broader advocacy, connect with PGO before going it alone.
We can help determine whether the issue is occurring elsewhere, whether work is already underway and whether there is an opportunity for a coordinated response.

MEMBERSHIP IS MORE THAN ACCESS.

- The Members Portal gives you the tools.
- Learning opportunities build knowledge.
- Zones connect you with your peers.
- Advocacy strengthens the collective voice.

The value comes from using them.

AROUND THE GOVERNANCE TABLE



What we're hearing.
What we're learning.
What we're watching.

Over the past several months, PGO members have continued to come together through Discussion Groups, Roundtables, Zone meetings and learning sessions to talk about the issues showing up around Board tables across the province. Different Boards. Different communities. But many of the same questions.

BOARD MEMBER DISCUSSION GROUPS

Our September conversations focused on budgeting, election transition and continuity. Members explored what it really costs to govern, how Boards can prepare for membership changes and what needs to carry forward when the people around the table change.

ADMINISTRATOR DISCUSSION GROUP

Administrators continue to share practical experience around supporting the Board, managing governance requirements and preparing for transition. As elections approach, continuity of administrative knowledge and support is becoming increasingly important, particularly where responsibilities may move between municipalities.

FIRST NATIONS ROUNDTABLE

PGO continues to create space for First Nations police governance leaders to connect, share experiences and identify priorities for future learning and support. This work will continue to evolve through direct conversation with the Boards and communities it is intended to serve.

ZONE CONNECTIONS

Zone meetings continue to provide an important regional forum for sharing local issues, emerging concerns and governance practices. These conversations also help PGO identify where an issue may extend beyond one Board or community and where broader support or coordinated advocacy may be useful.

LEARNING TOGETHER

Bringing expertise to the governance table.
PGO webinars connect members with experts and perspectives that can strengthen Board knowledge and inform governance discussions. Recent sessions have included StrategyCorp's presentation on the Police Board Chair Survey, with additional learning opportunities continuing throughout the year.
Watch the Members Portal for upcoming webinars and recordings from previous sessions.

FROM THE INSPECTORATE

The Inspectorate of Policing continues to release reports, findings and other information relevant to police governance in Ontario. PGO reviews these materials and provides members with concise summaries focused on what Boards need to know, why it matters and where there may be implications for governance practice. These summaries are collected in the Members Portal for easy access.

> *Different communities don't always mean different challenges. Sometimes the most useful thing a Board can discover is that it isn't the only one asking the question.*

JOIN THE CONVERSATION

Discussion Groups • Roundtables • Zone Meetings • Learning Sessions

Watch the Members Portal and your PGO calendar for upcoming opportunities to connect.

Learn. Connect. Advance.

Leading excellence in police governance.

HOLD THE DATES

Learn. Connect. Advance.
There's more coming.

PGO's learning and member events continue through the fall and into 2027, with opportunities to explore emerging issues, connect with colleagues and strengthen governance practice.

Practical learning.

Meaningful conversations.

Stronger governance.

AI VIRTUAL SUMMIT
Exploring AI for Police Governance

November 25, 2026

Virtual

A full day focused on understanding AI, the governance questions it creates and how Boards can use it responsibly in their own work.

Hold the Date
Registration Coming Soon

Joint Employment Conference
Building Stronger Workplaces Together

February 23 & 24, 2027
PGO Day | February 25, 2027

In-person

A collaborative learning opportunity focused on employment and workplace issues affecting police governance, followed by a dedicated day for PGO members.

Hold the Dates
Details Coming

PGO Spring Conference & AGM

May 25 – 28, 2027

Casino Rama Resort
Orillia, Ontario

Our signature gathering of police governance leaders returns in 2027. Join us for learning, connection and a shared focus on stronger governance across Ontario.

Hold the Dates
Details Coming

DON'T WAIT FOR AN E-BLAST
Registration opens online first.

PGO posts events and registration information as soon as they are available.

MEMBER EVENTS
Sign in to the Members Portal for member-only learning, Discussion Groups, Roundtables and other opportunities.

PUBLIC EVENTS
Visit Public Events on the PGO website for conferences, webinars and other events open to a broader audience.

BUDGETING TIP

Don't forget to include PGO conferences, webinars, Discussion Groups and Zone meetings in your Board's annual budget.

SET UP YOUR DASHBOARD
Customize your Members Portal dashboard so the information and events you use most are easy to find.

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Christian Kaiser

From: Jeanine Lassaline-Berglund <communications@policegovernanceontario.ca>
Sent: October 7, 2026 08:00 AM
To: Christian Kaiser
Subject: MFIPPA changes: what your board needs to do before January 1

What you need to know

- **January 1, 2027:** New privacy requirements take effect, including privacy impact assessments, safeguards and mandatory reporting of qualifying breaches.
- **Already in effect:** Access-request changes began July 1, 2026. The general response period is now 45 business days, subject to statutory requirements and permitted extensions.
- **Your next step:** Put MFIPPA readiness on an upcoming agenda and request a report covering both board records and police service information practices.

What your board should do now

1. Confirm the designated MFIPPA head, written delegations and officials responsible for access and privacy.
2. Identify outstanding policy, training, staffing and technology needs, with responsible leads and completion dates.
3. Request a readiness update before January 1, including unresolved risks and decisions required from the board.

More detail: what is changing

The Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) governs access to records and protection of personal information.

From January 1, municipal institutions will have express requirements for written privacy impact assessments before collecting personal information, subject to applicable exceptions; reasonable safeguards; and reporting qualifying privacy breaches to the Information and Privacy Commissioner of Ontario (IPC). Affected individuals must also be notified unless notification is prohibited by law.

The IPC will have expanded powers to review information practices and issue binding orders. Institutions must retain records of reported breaches from January 1, 2027, with the first annual reporting of this information beginning in 2028.

Readiness should include the board's own correspondence, delegation submissions, member information, remuneration records and closed-session materials. Confirm how these are covered alongside police service information practices.

Tools to help

PGO's companion resource, Governance Guide *MFIPPA Guide for Municipal Police Service Boards*, includes suggested steps, board questions, a readiness tracker and a sample resolution. You can download it from the members portal here.

Use it with your institution's access and privacy officials and legal counsel to address local arrangements.

IPC guidance and effective dates

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MFIPPA Readiness: A Practical Guide for Municipal Police Service Boards

This guide helps municipal police service boards organize their preparation. It addresses the board's own information practices as well as the readiness information it should obtain from the police service. Recommended actions, tools and preparation targets below are PGO suggestions; statutory requirements are identified separately.

1. Understand the dates

Date	What to address
July 1, 2026 — already in effect	Revised access-request timelines and procedures, including conditional second extensions and staged access plans. Confirm that current practices follow the amended Act.
January 1, 2027	New privacy safeguards, written privacy impact assessments, qualifying breach reporting and notification, and expanded IPC review and order powers.
During 2027	Keep the required records of breaches reported to the IPC.
Beginning in 2028	Include the required 2027 breach information in annual IPC statistical reporting, using the IPC's prescribed process and deadline.

The preparation dates suggested in this guide are PGO recommendations. They do not create additional statutory deadlines.

2. Confirm accountability before assigning work

Municipal police service boards are institutions under MFIPPA. The board should establish its own accountability arrangements rather than assume the municipality's arrangements automatically apply. Under section 3, an institution other than a municipality may designate an individual or committee from among its members as its head. Where no designation is made, the members collectively are the head. Section 49 addresses written delegation of the head's powers and duties.

Suggested board action: Review the designation and delegation documents. Confirm their scope with your privacy lead or counsel. A municipal clerk or police service employee providing administrative assistance does not, by itself, establish the necessary legal authority.

Document who receives requests, makes access decisions, coordinates privacy impact assessments, assesses breaches, submits IPC reports, notifies individuals and maintains compliance records. Include backup arrangements for absences and board transitions.

A head designation and a delegation serve different purposes. Confirm both documents rather than treating an administrator's job description or service contract as a substitute. The board's governance role is to establish responsibility, approve necessary policy and resources, and follow up on readiness. Technical implementation and individual access decisions should follow the institution's lawful designation and delegations.

3. Include the board's own information

Suggested review: Ask the administrator and privacy lead to identify personal information associated with:

- Recruitment, appointments and member contact details.
- Remuneration, expenses and banking information.
- Delegations, correspondence and public submissions.
- Employment, evaluations and sensitive closed-session business.
- Email, personal devices, shared drives and board portals.
- Recordings, transcription tools and external service providers.

For each activity, identify where information is held, who can access it, the authority and purpose for collecting it, and how retention and disposal are managed. Confirm whether board and service records are covered by the same documented arrangements.

PGO safeguard checklist: Review member accounts and portal permissions; secure transfer of closed-session packages; device and email practices; removal of access when members leave; secure retention and disposal; and vendor responsibilities for incident notification and return of records. Ask for evidence that controls are used in practice. The new safeguarding provision is MFIPPA subsection 30(5), effective January 1, 2027.

Avoid collecting identifiable operational information merely to demonstrate oversight. Ask for the level of information needed for the board's decision.

4. Build privacy assessment into decisions

From January 1, 2027, MFIPPA requires written privacy impact assessments before collecting personal information, and updates before significant changes to its purpose of use or disclosure, subject to applicable statutory exceptions.

Suggested board action: Introduce a privacy assessment checkpoint for proposed activities involving personal information. Examples include a new board portal, online delegation form, survey, recording process or transcription tool. Ask the service how its own project approval processes address privacy assessments.

Use the IPC's current PIA guide and worksheets. Confirm that the assessment addresses necessity, authority, information flows, access, retention, safeguards, risks and mitigation.

Obtain advice about continuing collections and existing programs; do not assume that every historical record requires a separate retrospective assessment.

Keep a register showing the assessment owner, completion date, outstanding mitigation and review triggers. This register is a suggested management tool.

5. Make breach response workable

From January 1, qualifying breaches must be reported to the IPC and affected individuals notified as soon as feasible. The test is whether it is reasonable in the circumstances to believe there is a real risk of significant harm, or whether other prescribed reporting circumstances apply. Notification to individuals is subject to legal prohibitions.

Suggested procedure: Ensure members and staff know how to report a suspected incident immediately. Assign responsibility for containment, preservation of evidence, risk assessment, reporting, notification and corrective action.

Use the IPC's breach guidance to assess sensitivity, likelihood of misuse and potential harm. Record the reasons for reporting decisions. Keep the required records of reported breaches; maintaining a broader incident log is also a useful management practice.

Examples for a board training exercise include a misdirected closed-session package, a lost device or an incorrect portal permission. A suspected incident should reach the privacy lead promptly rather than wait for the next board meeting.

6. Ask for evidence of readiness

Suggested questions for the chief, administrator and privacy lead:

1. Do our arrangements cover both board records and service information practices?
2. Are the head designation, delegations and backup responsibilities current?
3. What needs to change before January 1, and who owns each action?
4. How will privacy assessments be completed before relevant activities proceed?
5. Can a breach be escalated, assessed and reported without delay?
6. What evidence supports our assessment of safeguards and vendor arrangements?
7. What resources or decisions does the board need to provide?
8. How will outstanding risks and corrective actions be reported back?

Request a concise progress report. Detailed security vulnerabilities and identifiable breach information should be handled through appropriate confidential processes. Confirm lawful meeting treatment rather than assuming every privacy discussion belongs in closed session.

7. Use a simple readiness tracker

Action	Suggested lead, subject to local authority	Target	Evidence/status
Confirm designation and delegations	Chair, administrator and counsel	October	Reviewed documents
Map board information and responsibilities	Administrator and privacy lead	October–November	Information inventory
Review access procedures and public guidance	FOI coordinator	Promptly	Current procedures
Establish PIA and breach processes	Privacy lead	November–December	Procedures and registers
Address safeguards and vendor gaps	Relevant information owners and IT	Before January 1	Completed actions or escalated risks
Brief members and staff	Administrator and privacy lead	Before January 1	Training record
Report readiness to the board	Chief and administrator, within their responsibilities	December	Report and action plan
Prepare statistical reporting	Responsible reporting official	IPC deadline in 2028	Verified 2027 records

8. Suggested board resolution

That the Board receive the MFIPPA readiness guide and request that the Chief of Police and Board Administrator, working with the institution's designated access and privacy officials, provide a coordinated report before January 1, 2027 addressing responsibilities, required procedural changes, training, resources and outstanding risks; and that the report identify how the Board's own information practices are included.

Adjust the wording to the board's actual designation and delegation arrangements.

9. Board readiness report template

Ask the responsible officials to report using the following headings:

- Accountability: head designation, delegations, responsible officials and backups.
- Coverage: how board records and service information practices are included.
- Completed work: changes made and evidence available.

- Outstanding work: action, accountable lead, target date and dependencies.
- Decisions requested: policy approvals, staffing, training or funding.
- Unresolved risks: interim measures, escalation and planned resolution.
- Next review: when the board will receive an update.

A general statement that the service is compliant should be supported by enough evidence for the board to understand what has been completed and what remains. Do not attach identifiable breach files or detailed security vulnerabilities to a public agenda.

Source material

Verified October 6, 2026. Legislative obligations and IPC guidance are distinguished above from PGO's suggested implementation steps. This guide supports governance preparation and does not replace institution-specific legal advice.

- Bill 97, Schedule 11 — MFIPPA amendments
  https://www.ola.org/en/legislative-business/bills/parliament-44/session-1/bill-97
- MFIPPA — current Act and future amendments
  https://www.ontario.ca/laws/statute/90m56
- IPC: legislative changes and effective dates
  https://www.ipc.on.ca/en/resources/fippa-mfippa-updates
- IPC: amendments FAQ
  https://www.ipc.on.ca/en/resources/fippa-mfippa-amendments-faq
- IPC: Privacy Impact Assessment Guide
  https://www.ipc.on.ca/en/resources/planning-success-privacy-impact-assessment-guide-ontarios-public-institutions
- IPC: PIA worksheets
  https://www.ipc.on.ca/en/resources/planning-success-pia-worksheets
- IPC: Privacy Breaches Guidelines
  https://www.ipc.on.ca/en/resources-and-decisions/privacy-breaches-guidelines-public-sector-organizations
- IPC: preparing municipalities for MFIPPA changes
  https://www.ipc.on.ca/en/media-centre/podcast/s5-episode-5-legislation-operations-how-municipalities-can-best-prepare-mfippa-changes

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

Version 0.9
Last updated 2026-10-08

Theme	Activity	Input information	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
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, update and approve policies and by-laws scheduled for periodic review	Policy review schedule												
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)													
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													
	Present Annual Police Service Report to Council (before June 30)	Policy AI-011												
	Present a mid-year report to Council													
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												
	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												
	Confirm reports are submitted to the relevant authorities and published as required													
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													