



TOWN OF COLLINGWOOD

Collingwood OPP Detachment Board Agenda

Thursday, April 16, 2026, 1:30 p.m.
Town Hall, Second Floor, Braniff Room
97 Hurontario Street, Collingwood, ON

To participate virtually in the meeting please visit the following link:
<https://us02web.zoom.us/j/88277838163?pwd=vr08BQJnZxKyjr16l3FXIERSIs2ga2.1>
Or dial in by telephone: 647-374-4685 or 647-558-0588

Webinar ID: 882 7783 8163
Passcode: 333821

Pages

1. **Call to Order**

The Collingwood OPP Detachment Board acknowledges its meeting is being hosted from the Traditional Territory of the Anishinabek Nation. We acknowledge the regional legacy and history of all First Nations. Further we give thanks for the traditional keepers of this land.

2. **Adoption of Agenda**

Recommendation:

THAT the content of the agenda for the Collingwood OPP Detachment Board meeting for April 16, 2026 be adopted as presented.

3. **Declarations of Pecuniary and/or Code of Conduct Conflict of Interests**

4. **Adoption of Minutes**

4 - 11

**Closed Meeting Minutes of January 16, 2026 are provided under Item 12*

Recommendation:

THAT the minutes of the regular and closed meeting of the Collingwood OPP Detachment Board held on January 16, 2026 be approved as presented.

5. **Business Arising from the Previous Meeting**

5.1 **Recognition Program**

12 - 15

Recommendation:

THAT the Collingwood OPP Detachment Board approve the

recommended changes to the recognition program as presented.

5.2 Rules and Regulations for E-bikes and Mobility Devices

5.3 2026 Annual Governance Cycle

16 - 25

Recommendation:

THAT the Board adopts the Annual Governance Cycle and Workplan Framework for 2026.

6. Deputations

7. Financial Update

26 - 53

Financial Update

Recommendation:

THAT the Financial Update and 2026 Billing Statement be received.

7.1 DARE Grant

Update on the remaining grant funds, use to date, and any future plans

Recommendation:

THAT the Collingwood Police Services Board support the youth program in partnership with Big Brothers, Big Sisters by authorizing expenditures up to \$3000 from the DARE youth account to assist with costs associated in running the community events.

8. Reports

8.1 Detachment Commander Quarterly Policing Report, Detachment Commander Licharson

8.2 Community Observations (how is policing going in the community)

9. Other Business

9.1 School Resource Officer

9.2 Discussion: Preparation and Timing of Annual Report to Council

Required to report to Council by June 30

9.3 Farmer's Market Dates

Available Dates:

- July 4
- September 19

9.4 OAPSB Spring Conference 2026

10. Standing Items

10.1 Inspector General Decisions

Recommendation:

THAT the Collingwood OPP Detachment Board receive the Inspector General Decision List as provided.

10.1.1 Inspector General Memorandum 9 - Province Wide Inspection 54 - 55

11. Correspondence

Recommendation:

THAT the Collingwood OPP Detachment Board receive the Correspondence List as provided.

- 11.1 Province Wide Police Recruitment Campaign 56 - 57
- 11.2 New Board Resources 58 - 59
- 11.3 Sector Developments and Independent Oversight Review 60 - 61
- 11.4 Supporting Boards in Local Media Conversations 62 - 67
- 11.5 SOLGEN Strong Mayor Municipalities 68 - 69
- 11.6 OAPSB Call for Resolutions and Nominations 70 - 74
- 11.7 MCRT Enhancement Grant 75 - 76
- 11.8 2026 Court Security Prisoner Transportation (CSPT) Grant 77 - 78
- 11.9 Spring Discussion Groups 79 - 80

12. Confidential Agenda Attachments

12.1 Attachment for Item 4 - Closed Minutes from January 16, 2026

Attachment for Item 4 - Closed Minutes from January 16, 2026

12.2 Attachment for Item 8.1 Detachment Commander Quarterly Policing Report

Discussion to occur in open session under Item 8.1 Detachment Commander Quarterly Policing Report, Detachment Commander Licharson

13. Next Meeting

- Thursday July 16, 2026
- Thursday October 15, 2026

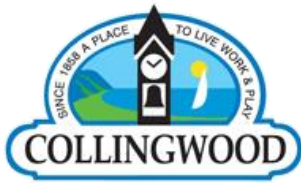
Recommendation:

THAT the OPP Detachment Board change the meeting date of October 15, 2026 to October 22, 2026

14. Adjournment

Recommendation:

THAT the Collingwood OPP Detachment Board meeting be hereby adjourned at xxxx p.m.



TOWN OF COLLINGWOOD

Collingwood OPP Detachment Board

January 16, 2026, 9:00 a.m.
Town Hall, Second Floor, Braniff Room
97 Hurontario Street, Collingwood, ON

Members Present: Claire Tucker-Reid, Chair
Councillor Kathy Jeffery, Vice Chair
Mayor Yvonne Hamlin
Member Michael Edwards
Member Anthony Griffiths

Staff Present: Loris Licharson, OPP Detachment Commander
Amanda Pegg, Executive Director, Customer and Corporate Services
Jennifer Battista, Administrative Assistance, Legislative Services

1. Call to Order

Chair Tucker-Reid called the meeting to order at 9:00am. Vice Chair Councillor Jeffery read the land acknowledgement.

2. Adoption of Agenda

OPP-001-2026

Moved by: Member Anthony Griffiths
Seconded by: Member Michael Edwards

THAT the content of the agenda for the Collingwood OPP Detachment Board meeting for January 16, 2026 be adopted as amended.

Item 5 minutes added

Item 6.1 Procedural By-law added

Item 6.2 Recognition Program Policy added

Item 12 Voting Now Open - OAPSB OPP Detachment Board Position Zone 2 and 3 added

Item 13.2 minutes added

CARRIED

3. Declarations of Pecuniary and/or Code of Conduct Conflict of Interests

None

4. Election of Chair and Vice Chair

Administrative Assistant Battista reviewed the election process and called for nominations for the position of Chair of the Collingwood OPP Detachment Board. Nominations were brought forward for Claire Tucker-Reid. Administrative Assistant Battista called a second time for nominations for the position of Chair. There being no other nominations for the position of Chair, Administrative Assistant Battista closed the election. Claire Tucker-Reid accepted her nomination and was therefore acclaimed as Chair of the Collingwood OPP Detachment Board.

Administrative Assistant Battista called for nominations for the position of Vice Chair of the Collingwood OPP Detachment Board. Nominations were brought forward for Councillor Kathy Jeffery. Administrative Assistant Battista called a second time for nominations for the position of Vice Chair. There being no other nominations for the position of Vice Chair, Administrative Assistant Battista closed the election confirming that Councillor Kathy Jeffery has accepted the nomination and was therefore acclaimed as Vice Chair of the Collingwood OPP Detachment Board.

5. Adoption of Minutes

OPP-02-2026

Moved by: Member Anthony Griffiths

Seconded by: Member Michael Edwards

THAT the minutes of the regular meeting of the Collingwood OPP Detachment Board held on October 16, 2025 be approved as presented.

CARRIED

6. Business Arising from the Previous Meeting

6.1 Procedural By-law

Chair Tucker-Reid asked if there were any questions or comments regarding the changes made to the Procedural By-law. None were raised.

OPP-03-2026

Moved by: Mayor Yvonne Hamlin

Seconded by: Member Anthony Griffiths

THAT the Collingwood OPP Detachment Board enact and pass By-law No. 2026-001, being a by-law to govern the proceedings of the Collingwood OPP Detachment Board, including the conduct, duties and responsibilities of its members and the calling of meetings, this 16th day of January, 2026.

CARRIED

6.2 Recognition Program Requirement Changes

Executive Director Pegg discussed the changes that can be made to the program by changing the language to focus on personal initiative and individual volunteer efforts. Staff asked for any questions or comments from the board.

Members discussed the possibility of awards being allowed to go to residents outside of Collingwood. Members agreed that residents from neighbouring towns contribute to the community as well, but specific wording would be needed. Staff will take this back, and the board can review and discuss the changes again in April.

6.3 Rules and Regulations for E-bikes and Mobility Devices

Detachment Commander Licharson advised that this is a complicated issue due to the different types of e-bikes and mobility devices and the legislation around them. He advised they have an officer who has specific training on this who could join the next board meeting if required.

Members asked what has been successful in other communities and noted that there was a by-law that stated what was available on trails, and asked if it is still in effect. Members observed that the type and amount of these kinds of machines have increased and speed is a concern.

Members requested that staff meet with the expert from the OPP and connect with by-law to provide more information.

OPP-04-2026

Moved by: Member Michael Edwards

Seconded by: Vice Chair Councillor Kathy Jeffery

THAT the subject matter expert from the OPP and the Town of Collingwood discuss and make a presentation to the OPP Detachment Board on the jurisdiction, intersections, and next steps on mobility and e-devices.

CARRIED

7. Deputations

8. Financial Update

OPP-05-2026

Moved by: Vice Chair Councillor Kathy Jeffery

Seconded by: Member Anthony Griffiths

THAT the Financial Update and the 2026 Annual Billing Statement be received.

CARRIED

9. Reports

9.1 Detachment Commander Quarterly Policing Report, Detachment Commander Licharson

Detachment Commander Licharson discussed RIDE stats, staff changes, training, and mentorship programs. An update on the RIDE Grant was provided, noting that it is a four-year cycle and their application was submitted in July and they were notified in December that they have been successful in receiving the grant. Members asked questions regarding how many RIDES would be covered by the grant and noted that the grant amount has declined.

Detachment Commander Licharson gave an update on the amount of calls for the mental health response unit, and other stats for general patrol and the auxiliary unit. Street Crime had a number of occurrences investigated which led to seizures of drugs and controlled substances, firearms, bullet proof vests, and handgun conversion kits.

Detachment initiatives include increasing police presence and proactive community engagement in the downtown core in Collingwood and Thornbury, and Blue Mountain Village through the Community Engagement Enforcement Team. They have been working with the BIA's and have a presentation ready for February 19 for any businesses who would like to participate. Positive public engagements have been reported by officers and people, and businesses are happy to see officers out there. They are hoping the grant will be offered again and they will use their data to submit another application in the future.

Detachment Commander Licharson discussed the Salus Initiative to enhance bail compliance and execute warrants. The sole focus is for officers is to execute warrants and conduct compliance checks. They had a target of 25 warrants and completed 24 to date.

It was noted that there were IT updates in Q4 which included updating the records management system which supports a modern organization and layout. They also had an upgrade on the roadside screening device and all officers underwent mandatory training.

Detachment Commander Licharson discussed the 211 referral project ensuring that there is no significant workload impact. 211 will contact the person in crisis and puts them in contact with community supports. The final report on the pilot is to come from the South Simcoe Police Services. Members asked about the requirement for more resources.

9:57am Mayor Hamlin left.

OPP-06-2026

Moved by: Mayor Yvonne Hamlin

Seconded by: Member Michael Edwards

THAT the Detachment Commander Quarterly Policing Report be received for information purposes.

CARRIED

9.1.1 CEET Initiative and Bail Compliance Initiative

Discussed under 9.1

9.2 Community Observations (how is policing going in the community)

Vice Chair Councillor Jeffery discussed a situation where there was a delay in registering a stolen license plate, and expressed concern with the length of time that it took. Detachment Commander Licharson stated this might be a one-off, but will speak with Vice Chair Councillor Jeffery after the meeting for details of the event.

9.3 Long Range Action Plan

Detachment Commander Licharson explained the format of the Action Plan and noted that they tried to cover as much as possible taking into account the community and board survey. Detachment Commander Licharson reminded members that the Action Plan is a living document, and we can pivot if change is needed. Detachment Commander Licharson will submit the plan with the goal to have it published by March.

OPP-07-2026

Moved by: Member Michael Edwards

Seconded by: Member Anthony Griffiths

THAT the following comments to the draft Action Plan of the Collingwood OPP Detachment Board be submitted for consideration:

Members discussed the Action Plan and noted the focus on Youth is important, there is a good emphasis on training, and the plan is well structured.

Members liked that the plan is evidence based and that they had reached out to the community for input and the survey was an excellent tool.

Members agreed nothing is missing from the plan. Members commended Detachment Commander Licharson for a fulsome plan.

CARRIED

10. Other Business

None

11. Standing Items

None

12. Correspondence

The Board reviewed the general correspondence and pulled two items for discussion.

Vice Chair Councillor Jeffery discussed the Solicitor General Public Safety Initiatives correspondence and noted that she is happy to see these initiatives and asked how funding is allocated. Detachment Commander Licharson commented that the memo speaks to a number of grant opportunities with specific details on who can apply and what it is for.

Chair Tucker-Reid spoke to the correspondence regarding the Detachment Board Annual Governance Cycle, noting that it indicates the Board should adopt this, and proposed it be put on the agenda for the April meeting for a more in-depth discussion.

Chair Tucker-Reid also pulled the Inspector General Memorandum 8 - Findings Reports and IG Decisions requesting it become a standing item on the agenda.

OPP-09-2026

Moved by: Vice Chair Councillor Kathy Jeffery
Seconded by: Member Anthony Griffiths

THAT the 2026 Annual Governance Cycle be included in the April agenda for further discussion.

CARRIED

OPP-10-2026

Moved by: Member Anthony Griffiths
Seconded by: Member Michael Edwards

THAT all correspondence from the Inspector General become a standing item on future agendas.

CARRIED

13. In-Camera

OPP-11-2026

Moved by: Member Anthony Griffiths
Seconded by: Member Michael Edwards

WHEREAS the Chair hereby concurs the reason(s) for the in-camera session have been duly reviewed and considered and the matters are authorized under the exception provisions to conduct a closed session in accordance with the Community Safety and Policing Act prior to proceeding into closed session;

THEREFORE BE IT RESOLVED THAT this Board proceeds in camera in order to address a matter pertaining to: 44(2)(b) personal matters about an identifiable individual, including members of the police service or any other employees of the board.

CARRIED

13.1 Review of Recognition Program Submissions

13.2 Adoption of Minutes

13.3 Attachment for Item 9.3 Long Range Action Plan

13.4 Attachment for Item 9.1 Detachment Commander Quarterly Policing Report, Detachment Commander Licharson

14. Rise (and Report if available)

THAT the Collingwood OPP Detachment Board return to open session.

15. Next Meeting

Members discussed the joint meetings with the Town of the Blue Mountains OPP Detachment Board. Members agreed if there is something valuable to share it would be a good idea to have joint meetings, but they are not always necessary.

OPP-15-2026

Moved by: Member Anthony Griffiths

Seconded by: Member Michael Edwards

THAT the following dates be approved for regular Collingwood OPP Detachment Board meetings in 2026:

Thursday April 16, 2026

Thursday July 16, 2026

Thursday October 15, 2026

CARRIED

OPP-16-2026

Moved by: Member Anthony Griffiths

Seconded by: Member Michael Edwards

THAT the Collingwood OPP Detachment Board concludes that should there be an item of mutual interest with The Town of the Blue Mountains OPP Detachment Board that staff organize a joint meeting.

CARRIED

16. Adjournment

Moved by: Vice Chair Councillor Kathy Jeffery

Seconded by: Member Anthony Griffiths

THAT the Collingwood OPP Detachment Board meeting be hereby adjourned at 10:35 a.m.

CARRIED

Chair

Collingwood OPP Detachment Board Recognition Program

Updated 2026

Eligibility & Ineligibility (Please Read Before Applying)

This Recognition Program is intended to honour individual residents of Collingwood and informal groups of residents who demonstrate personal commitment to community safety and wellness.

Eligible nominees must:

- Be an individual resident of Collingwood, or an informal group of residents
- Contribute on a voluntary or personal basis
- Act outside of paid employment or contractual responsibilities

Not eligible:

- Businesses, corporations, or commercial enterprises
- Registered charities or not-for-profit organizations
- Government agencies, boards, or service providers
- Activities that are part of a nominee's paid role or organizational mandate

Nominations that do not meet this eligibility requirements cannot be considered.

Purpose of a Recognition Program Specific to Public Safety and Community Wellness

The Collingwood OPP Detachment Board's purpose is mandated by the Community Safety and Policing Act, which took effect on April 1, 2024. The revised legislation provides the Board with increased autonomy related to community engagement, priority setting, and communications.

Many residents of Collingwood demonstrate personal initiative and everyday leadership that contribute to community safety and wellness in alignment with the OPP Detachment Board's objectives. These efforts deserve recognition, and the Detachment Board has developed a simple and timely process to acknowledge individual and grassroots contributions.

Recognition Program Criteria

The Recognition Program Criteria focus on the personal actions of individual residents and informal community groups whose voluntary efforts contribute to a safer Collingwood.

Applications will demonstrate one or more of the following:

a) Personal Initiative and Neighbourhood Leadership

An individual or informal group has demonstrated initiative, leadership, or care for others through voluntary actions that improve safety, connection, or wellbeing in their neighbourhood or community.

b) Promotion and Awareness Through Personal Action

An individual or informal group has taken personal steps to raise awareness of public safety or wellness issues (e.g., sharing information, checking on neighbours, informal education, or peer-to-peer support), outside of any formal organizational role.

c) Taking Action to Help Others

An individual or informal group has taken preventative, responsive, or courageous action to support the safety or wellbeing of individuals, families, or the broader community.

What We Are Looking For

The Detachment Board is seeking stories of personal commitment, neighbourly leadership, and grassroots action. This program is not intended to recognize formal programs, services, research projects, or organizational achievements.

Application, Selection, and Award Process

An online application will be available for completion and submission. Printed copies will be available upon request.

Submissions will be reviewed by the Detachment Board twice annually (Q1 and Q3) in advance of scheduled Board meetings.

Recognition, in the form of a framed citation, may be awarded up to four times annually at OPP Detachment Board meetings. Letters of appreciation will be issued for submissions not selected for award.

Eligibility Confirmation (Required on Nomination Form)

Nominators must confirm that the nominee meets all the following criteria:

- The nominee is an individual resident of Collingwood (or an informal group of residents)
- The actions described were voluntary and not part of paid employment
- The nominee is not a business, charity, non-profit, or government agency

Nominations that do not meet these criteria cannot be considered.

Collingwood OPP Detachment Board Recognition Program

Purpose of a Recognition Program Specific to Public Safety and Community Wellness

The Collingwood OPP Detachment Board's purpose is mandated by the Community Safety and Policing Act, which took effect on April 1st, 2024. The revised legislation offers more autonomy to the Board regarding community engagement, setting priorities, and communications.

~~Many agencies, staff, and volunteers in Collingwood are dedicated to community safety and wellness in alignment with the OPP Detachment Board's objectives.~~

Many residents of Collingwood demonstrate personal initiative and everyday leadership that contribute to community safety and wellness, in alignment with the OPP Detachment Board's objectives.

~~This work deserves recognition, and the Detachment Board has developed a simple and timely recognition process.~~

These efforts deserve recognition, and the Detachment Board has developed a simple and timely process to acknowledge individual and grassroots contributions.

Recognition Program Criteria

~~The Recognition Program Criteria consider the contributions of individuals, agencies, and institutions to ensure residents' continued engagement in creating a safer Collingwood.~~

The Recognition Program Criteria focus on the personal actions of individual residents and informal community groups whose voluntary efforts contribute to a safer Collingwood.

Applications will include one or more of the following criteria:

a) Personal Initiative and Neighbourhood Leadership

~~Assessment and/or Collective Impact~~

~~A study of a particular age group and/or demographic within Collingwood has been undertaken to determine the current safety and engagement issues, best practices, and potential remedies. Efforts have been made to work collectively with other agencies to implement programs and initiatives.~~

An individual or informal group has demonstrated initiative, leadership, or care for others through voluntary actions that improve safety, connection, or wellbeing in their neighbourhood or community.

b) Promotion and Awareness Through Personal Action

~~An individual or a collective has undertaken to promote and create greater awareness of public safety issues affecting Collingwood residents, visitors, and businesses, such as Senior Fraud, Online Safety, and Car Theft prevention, as well as other safety-related initiatives.~~

An individual or informal group has taken personal steps to raise awareness of public safety or wellness issues (e.g., sharing information, checking on neighbours, informal education, or peer-to-peer support), outside of any formal organizational role.

c) Taking Action to Help Others

~~An individual or a collective has taken preventative, emergent actions or heroic actions to address the safety of individuals, groups, or families.~~

An individual or informal group has taken preventative, responsive, or courageous action to support the safety or wellbeing of individuals, families, or the broader community.

Example: What We Are Looking For

We are looking for stories of personal commitment, neighbourly leadership, and grassroots action — not descriptions of formal programs, services, research projects, or organizational achievements.

Application, Selection, and Award Process

An online application will be available for completion and submission; printed copies are available upon request.

~~Submissions will be reviewed and offered to by the Detachment Board for consideration before a meeting twice annually (Q1 and Q3).~~

Submissions will be reviewed by the Detachment Board twice annually (Q1 and Q3) prior to scheduled Board meetings.

~~Recognition in the form of a framed citation will be awarded up to four times annually at the following OPP Detachment Board's meetings.~~

Recognition, in the form of a framed citation, may be awarded up to four times annually at OPP Detachment Board meetings.

Letters of appreciation will be issued for submissions not selected for award.

Eligibility Confirmation (Required on Nomination Form)

Please confirm the nominee meets all the following:

- The nominee is an individual resident of Collingwood (or an informal group of residents)**
- The actions described were voluntary and not part of paid employment**
- The nominee is not a business, charity, non-profit, or government agency**

Nominations that do not meet these criteria cannot be considered.

Detachment Board Annual Governance Cycle & Workplan Framework For 2026

1.0 COVER SHEET

Purpose

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

Intended Use

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

Key Pillars

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

Connection to PGO Resources

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

Disclaimer

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

2.0 USER GUIDE

2.1 How to Use This Framework

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

2.2 Meeting Cadence

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

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

2.3 Succession, Orientation & Continuity

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

Boards should:

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

2.4 Using This Framework with Other PGO Resources

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

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

3.0 ANNUAL GOVERNANCE CYCLE TABLE

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

Month / Quarter	Primary Focus	Board Deliverables & Decisions	Data / Evidence Required	Engagement & Communications	Governance & Policy Maintenance	DC Performance Review Milestone
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		<p>Review last year’s board priorities, decisions, and any items carried forward. Confirm key insights from the DC evaluation for continuity.</p> <ul style="list-style-type: none"> - Share the prepared thank-you and new year message with municipal and community partners, highlighting planned focus areas and acknowledging contributions from the previous year. - Approve board priorities and annual meeting schedule. - Orient new members and confirm training plan. 	Action Plan results.	<p>board’s focus areas for the year and how they align with the Local Action Plan. Boards may choose to use existing channels such as council updates, municipal newsletters, or the board website.</p> <p>Send “Thank-you” communications to partners; schedule year in review public update</p>	<p>Approve the board’s annual workplan (basically this document) and meeting calendar. Update continuity records (binder), including contact list, policy index, minute archive, and outstanding actions carried forward.</p>	
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February – March (Q1)	Planning & Alignment	<ul style="list-style-type: none"> - Confirm or refresh Local Action Plan with DC. - Approve board operating budget estimate for current year. - Identify training / conference participation. 	<p>Confirm the board’s operating budget approved by participating municipalities and review any new requirements or changes that may affect the annual work plan.</p>	<p>(Optional) Boards may choose to share updates or hold informal touchpoints with municipal or First Nation partners to support alignment with the Community Safety and Well-Being Plan and ensure awareness of local priorities. Participation and format should reflect local practice and capacity.</p>	<p>Review board bylaws for relevance or amendment needs.</p>	<p>Establish DC objectives and success measures for current year.</p>
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April – June (Q2)	Engagement & Reporting	<p>Receive Q1 operational report from DC and discuss trends.</p> <p>Consider offering a public check-in or communication touchpoint, such as posting a brief update, issuing a community message, or participating in a local meeting, to support transparency and awareness of board priorities.</p>	<p>Operational data, community feedback, incident / traffic trends.</p>	<p>Confirm council reporting expectations and provide the Annual Report in the format preferred by each municipality or band council, whether written submission or delegation.</p>	<p>Ensure website posting of minutes / reports; review communications practices.</p>	<p>Conduct mid-year performance discussion with DC.</p>
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Month / Quarter	Primary Focus	Board Deliverables & Decisions	Data / Evidence Required	Engagement & Communications	Governance & Policy Maintenance	DC Performance Review Milestone
		<ul style="list-style-type: none"> – complete and approve the Board Annual report (for previous calendar year) for publication and dissemination to (by June 30). – Confirm attendance at PGO Spring Conference. 				
July – September (Q3)	Review & Risk Management	<ul style="list-style-type: none"> – Develop next-year board operating budget estimates and submit to funding partners(municipalities). – Receive Q2 operational report from DC and discuss trends. Receive updates from the Detachment Commander on community safety themes, local initiatives, and emerging issues that may impact the delivery of the Local Action Plan. Discuss any governance implications and document key observations. Confirm whether any board policy or communication adjustments are appropriate based on information received. – Undertake scheduled policy or bylaw reviews. – Confirm fall training plans. 	Financial data, risk / trend reports, operational updates.	Optional community engagement on emerging safety priorities.	Maintain policy review log and update records.	<p>Follow DC evaluation schedule with ensuring all documentation and information required for evaluation is available. Work collaboratively with your DC through this process</p> <p>Monitor DC progress against objectives; note themes for evaluation.</p>
October – December (Q4)	Evaluation & Transition	<ul style="list-style-type: none"> – Receive Q3 operational report from DC and discuss trends. –Complete DC year-end evaluation and provide feedback. – Prepare board transition notes and orientation package. – Conduct board self-assessment. 	DC year-end report, self-evaluation findings, community data.	Prepare Thank-you communications to partners; prepare year-end public update in anticipation of results.	Archive records; update continuity binder.	Finalize DC evaluation; prepare submission for Regional Command (by Jan 30).

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

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

Optional Use Column for Boards Meeting Quarterly

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

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

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

4.0 APPENDICES

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

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

Appendix A – Glossary of Key Terms

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

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

Appendix B – Sample Annual Workplan

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

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

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

Appendix C – Administrator Checklist

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

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

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

Appendix D – Transition & Orientation Checklist

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

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

Appendix E – Board Self-Assessment Prompts

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

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

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

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

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

Policing - Dept 200-2100

	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2025 Budget	2026 Actual YTD Jan-26	2026 Budget
Revenues													
43000 Expense Recoveries	\$ -	-\$ 7,357	-\$ 5,143	-\$ 286	-\$ 259	\$ 525	\$ -	\$ -	-\$ 1,906		\$ -	\$ -	\$ -
45300 Other Municipalities	- 13,000	- 6,500	- 6,500	- 6,500	- 6,500	-	- 13,000	- 6,500	-	-	- 6,500	-	- 6,500
45600 Permits	- 24,445	- 24,938	- 26,039	- 32,537	- 6,601	-	-	20,172	- 38,621	- 174,737	- 25,000	- 10,596	- 25,000
46050 Provincial Funding	- 36,000	- 36,000	- 42,971	- 43,217	- 52,658	- 35,811	- 37,665	- 40,975	- 122,574	- 196,742	- 161,500	- 53,294	- 161,500
46100 Provincial Offenses Act	- 168,258	- 146,456	- 89,073	- 125,357	- 27,232	- 15,150	- 5,469	- 32,511	- 72,207	- 156,476	- 50,000	-	- 60,000
Total Revenues	-\$ 241,703	-\$ 221,251	-\$ 169,726	-\$ 207,898	-\$ 93,250	\$ 50,436	-\$ 56,135	-\$ 100,158	-\$ 235,308	\$ 527,955	-\$ 243,000	\$ 63,890	-\$ 253,000
Expenses													
53000 Contracted Services	\$ 4,838,695	\$ 4,895,756	\$ 4,858,663	\$ 4,960,953	\$ 5,128,397	\$ 5,390,839	\$ 5,216,019	\$ 5,015,862	\$ 5,446,963	\$ 6,346,907	\$ 6,032,013	\$ 228,933	\$ 6,450,327
53050 COVID Expenses							22,127	-	-	-	-	-	-
53250 Court Expenses	1,750	1,347	1,071	2,706	1,160	1,309	508	1,134	1,773	1,773	2,500	125	2,500
53600 OPP Kids Program	- 0	-	- 0	0	3,028	-	-	-	-	-	-	-	-
53800 Employee Benefits	-	-	-	-	-	-	-	-	-	4,061	3,758	339	3,358
56800 Insurance	9,855	6,938	7,164	8,595	7,863	10,437	10,677	13,166	10,764	10,922	11,892	-	10,930
57050 Janitorial Contract	32,604	32,848	38,429	35,984	30,640	30,784	31,313	43,452	34,793	39,404	40,000	3,329	40,000
57100 Janitorial Supplies	6,690	3,964	3,375	2,713	3,777	2,730	3,126	3,715	3,694	4,276	3,432	543	3,432
60000 Natural Gas	6,294	8,279	8,803	8,001	8,822	9,337	9,948	9,789	6,976	6,625	13,933	-	8,000
61400 Police Services Board	761	1,426	2,938	1,401	2,581	5,237	3,555	4,683	7,292	15,472	30,000	3,118	30,000
63300 Repairs & Maint - Building	40,516	29,609	34,806	46,918	30,021	34,193	43,395	33,234	35,967	56,425	25,400	3,618	25,400
63400 Repairs & Maint - Equipment	1,090	635	1,088	-	-	-	-	-	-	-	2,500	-	2,500
64000 Replacement Equipment	500	-	-	-	-	-	-	-	-	-	-	-	-
64400 RIDE Program	7,490	13,851	16,716	13,576	10,204	15,579	9,806	13,483	9,729	-	-	-	-
64550 Salaries - Allocated	-	-	-	-	-	-	-	-	-	8,166	15,539	488	13,301
65500 Shared Costs	12,537	19,360	13,534	754	743	751	819	893	936	981	10,200	83	10,200
66900 Sundry	387	623	100	-	-	-	2,503	-	-	-	1,000	-	1,000
67200 Telephone	2,997	-	-	-	-	-	-	-	-	-	-	-	-
68500 Utilities	43,738	36,527	34,673	32,107	28,427	28,349	27,898	29,405	34,507	41,664	30,000	4,346	36,000
Total Expenses	\$ 5,005,903	\$ 5,051,163	\$ 5,021,360	\$ 5,113,706	\$ 5,255,664	\$ 5,529,546	\$ 5,314,061	\$ 5,168,815	\$ 5,593,394	\$ 6,536,676	\$ 6,222,167	\$ 244,924	\$ 6,636,948
Net (Surplus)/Deficit	\$ 4,764,201	\$ 4,829,913	\$ 4,851,634	\$ 4,905,809	\$ 5,162,414	\$ 5,479,110	\$ 5,257,926	\$ 5,068,657	\$ 5,358,086	\$ 6,008,721	\$ 5,979,167	\$ 181,034	\$ 6,383,948

OPP 2026 Annual Billing Statement

Collingwood T

Estimated costs for the period January 1 to December 31, 2026

Please refer to www.opp.ca for 2026 Municipal Policing Billing General Information summary for further details.

			<u>Cost per Property \$</u>	<u>Total Cost \$</u>
Base Service	Property Counts			
	Household	13,877		
	Commercial and Industrial	545		
	Total Properties	<u>14,422</u>	203.05	2,928,349
Calls for Service	(see summaries)			
	Total all municipalities	217,602,138		
	Municipal portion	1.5212%	229.53	3,310,252
Overtime	(see notes)		18.37	264,921
Court Security	(see summary)		19.90	287,042
Prisoner Transportation	(per property cost)		2.08	29,998
Total 2026 Costs (Excluding Additional Service Agreement Cost)			<u>472.93</u>	<u>6,820,562</u>
2024 Year-End Adjustment excluding Additional Service Agreement Cost				734,614
2026 Calculated Billable excluding Additional Service Agreement Cost - for Cost Cap Comparison purposes only (Total 2026 Costs Excl. Additional Service Agreement + Year-End Adj Excl. Additional Service Agreement)				7,555,176
2026 Billing before Additional Service Agreement Cost (Lesser of Calculated Billable or Capped payable - See payable cap calculation schedule on page 2)				6,673,400
2026 Additional Service Agreement	(see summary)		15.95	230,093
2024 Additional Service Agreement Year-End Adjustment	(see summary)			(116,518)
Total Billing for 2026				6,786,975
2026 Monthly Billing Amount				565,581

Notes

Displayed amounts may be rounded; calculations use exact figures.

Cost increases for the Total 2026 Billing amount have been capped at 11% over the Total 2025 Billing amount excluding additional service costs.

Please refer to the Payable Cap Schedule (page 2) for details of the 2026 capped payable calculation.

	2026 Calculated Billing	2026 Capped Payable (See Payable Cap)
Cost before Additional Service	7,555,176	6,673,400
Total Additional Service Cost	113,575	113,575
Cost after Additional Service	7,668,751	6,786,975

The capped payable for 2026 is lower than the calculated billing amount by \$881,777

2026 Payable Cap Schedule

Collingwood T

2026 Cap Calculation based on 2025 Total Payable Excluding Additional Service Costs

<u>2026 Payable Cap Calculation</u>			Payable For Cap Calculation Purposes
<u>2023 Reconciliation without Additional Service Cost</u>	2023	2023	
	Estimated	Reconciled	
Total Costs (before discounts)	5,153,778	5,736,310	
Additional Service Costs (before discounts)	190,258	79,244	
Total Cost Excluding Additional Service Costs (before discounts)	4,963,520	5,657,066	
44% discount on reconciled overtime		(150,397)	
3.75% discount on 2023 reconciled costs after overtime discount without section 17		(206,500)	
Total Cost Excluding Additional Service Costs (after discount)	4,963,520	5,300,169	
2023 Reconciliation Adjustment without section 17 (after discount)			336,648
<u>2025 Estimated Cost Calculation</u>	2025		
	Estimated		
Total Costs (before discounts)	6,529,476		
Additional Service Costs (before discounts)	223,450		
Total Cost Excluding Additional Service Costs (before discounts)	6,306,026		
10% Discount on 2025 estimated		(630,603)	
Total Cost Excluding Additional Service Costs (after discount)			5,675,423
2025 Grand Total Billing Excluding Additional Service Costs			6,012,072
11% of 2025 Grand Total Billing:			661,328
2026 Capped Costs excluding Section 17 Additional Service Agreement Costs			6,673,400

OPP 2026 Annual Billing Statement

Collingwood T

Estimated costs for the period January 1 to December 31, 2026

Notes to Annual Billing Statement

- 1) **Municipal Base Services and Calls for Service Costs** - The costs allocated to municipalities are determined based on the costs assigned to detachment staff performing municipal policing activities across the province. A statistical analysis of activity in detachments is used to determine the municipal policing workload allocation of all detachment-based staff as well as the allocation of the municipal workload between base services and calls for service activity. For 2026 billing purposes the allocation of the municipal workload in detachments has been calculated to be 51.9 % Base Services and 48.1 % Calls for Service. The total 2026 Base Services and Calls for Service cost calculation is detailed on the Base Services and Calls for Service Cost Summary included in the municipal billing package.
- 2) **Base Services** - The cost to each municipality is determined by the number of properties in the municipality and the standard province-wide average cost per property of \$203.05 estimated for 2026. The number of municipal properties is determined based on MPAC data. The calculation of the standard province-wide base cost per property is detailed on Base Services and Calls for Service Cost Summary included in the municipal billing package.
- 3) **Calls for Service** - The municipality's Calls for Service cost is a proportionate share of the total cost of municipal calls for service costs calculated for the province. A municipality's proportionate share of the costs is based on weighted time standards applied to the historical billable calls for service. The municipality's total weighted time is calculated as a percentage of the total of all municipalities.
- 4) **Overtime** - Municipalities are billed for overtime resulting from occurrences in their geographic area and a portion of overtime that is not linked specifically to a municipality, such as training. Municipalities are not charged for overtime identified as a provincial responsibility. The overtime activity for the calendar years 2021, 2022, 2023 and 2024 has been analyzed and averaged to estimate the 2026 costs. The costs incorporate the 2026 salary rates and a discount to reflect overtime paid as time in lieu. The overtime costs incurred in servicing detachments for shift shortages have been allocated on a per property basis based on straight time. Please be advised that these costs will be reconciled to actual 2026 hours and salary rates and included in the 2028 Annual Billing Statement.
- 5) **Court Security and Prisoner Transportation (CSPT)** - Municipalities with court security responsibilities in local courthouses are billed court security costs based on the cost of the staff required to provide designated court security activities. Prisoner transportation costs are charged to all municipalities based on the standard province-wide per property cost. The 2026 costs have been estimated based on the 2024 activity levels. These costs will be reconciled to the actual cost of service required in 2026.

There was no information available about the status of 2026 Court Security Prisoner Transportation Grant Program at the time of the Annual Billing Statement preparation.
- 6) **Year-end Adjustment** - The 2024 adjustment accounts for the difference between the amount billed based on the estimated cost in the Annual Billing Statement and the reconciled cost in the Year-end Summary. The most significant year-end adjustments are resulting from the cost of actual versus estimated municipal requirements for overtime, contract enhancements and court security.

OPP 2026 Estimated Base Services and Calls for Service Cost Summary
Estimated Costs for the period January 1 to December 31, 2026

Salaries and Benefits	Positions		Base \$/FTE	Total Base Services and Calls for Service	Base Services	Calls for Service
	FTE	%		\$	\$	\$
Uniform Members	Note 1					
Inspector	27.66	100.0	192,976	5,337,714	5,337,714	-
Staff Sergeant-Detachment Commander	8.57	100.0	175,024	1,499,952	1,499,952	-
Staff Sergeant	41.04	100.0	160,995	6,607,217	6,607,217	-
Sergeant	237.81	51.9	147,894	35,170,721	18,256,061	16,914,660
Constable	1,663.92	51.9	123,513	205,515,029	106,674,098	98,840,931
Part-Time Constable	17.53	51.9	98,559	1,727,739	896,887	830,852
Total Uniform Salaries	1,996.53			255,858,373	139,271,930	116,586,444
Statutory Holiday Payout			6,387	12,640,216	6,798,379	5,841,836
Shift Premiums			1,129	2,165,924.16	1,124,243	1,041,681
Uniform Benefits - Inspector			28.64%	1,528,567	1,528,567	-
Uniform Benefits - Full-Time Salaries			36.39%	90,535,000	48,411,886	42,123,114
Uniform Benefits - Part-Time Salaries			20.76%	358,624	186,165	172,459
Total Uniform Salaries & Benefits				363,086,704	197,321,170	165,765,534
Detachment Civilian Members	Note 1					
Detachment Administrative Clerk	162.57	51.9	77,377	12,579,207	6,529,086	6,050,121
Detachment Operations Clerk	6.41	51.9	70,662	452,941	235,303	217,638
Detachment Clerk - Typist	2.61	51.9	64,030	167,117	86,440	80,677
Court Officer - Administration	38.91	51.9	94,216	3,665,926	1,903,154	1,762,772
Crimestoppers Co-ordinator	0.99	51.9	75,542	74,786	38,526	36,260
Cadet	6.72	51.9	52,627	353,653	183,668	169,985
Total Detachment Civilian Salaries	218.21			17,293,630	8,976,177	8,317,453
Civilian Benefits - Full-Time Salaries			35.46%	6,131,636	3,182,596	2,949,039
Total Detachment Civilian Salaries & Benefits				23,425,266	12,158,773	11,266,493
Support Costs - Salaries and Benefits	Note 2					
Communication Operators			7,294	14,562,690	7,829,963	6,732,727
Prisoner Guards			2,425	4,841,585	2,603,189	2,238,396
Operational Support			7,250	14,474,843	7,782,730	6,692,113
RHQ Municipal Support			3,103	6,195,233	3,331,008	2,864,224
Telephone Support			162	323,438	173,904	149,534
Office Automation Support			937	1,870,749	1,005,851	864,898
Mobile and Portable Radio Support			325	654,569.50	351,839	302,731
Total Support Staff Salaries and Benefits Costs				42,923,106	23,078,484	19,844,623
Total Salaries & Benefits				429,435,076	232,558,427	196,876,649
Other Direct Operating Expenses	Note 2					
Communication Centre			152	303,473	163,169	140,304
Operational Support			1,292	2,579,517	1,386,936	1,192,581
RHQ Municipal Support			340	678,820	364,983	313,837
Telephone			1,203	2,401,826	1,291,396	1,110,429
Mobile Radio Equipment Repairs & Maintenance			197	396,770	213,268	183,502
Office Automation - Uniform			4,688	9,359,733	5,032,474	4,327,258
Office Automation - Civilian			1,199	261,634	135,799	125,835
Vehicle Usage			10,641	21,245,076	11,422,901	9,822,175
Detachment Supplies & Equipment			824	1,645,141	884,548	760,593
Uniform & Equipment			2,930	5,901,196	3,171,959	2,729,236
Uniform & Equipment - Court Officer			1,055	41,050	21,311	19,739
Total Other Direct Operating Expenses				44,814,234	24,088,745	20,725,489
Total 2026 Municipal Base Services and Calls for Service Cost				\$ 474,249,309	\$ 256,647,172	\$ 217,602,138
Total OPP-Policed Municipal Properties					1,263,977	
Base Services Cost per Property					\$ 203.05	

OPP 2026 Estimated Base Services and Calls for Service Cost Summary

Estimated Costs for the period January 1 to December 31, 2026

Notes:

Total Base Services and Calls for Service Costs are based on the cost of salary, benefit, support and other direct operating expenses for staff providing policing services to municipalities. Staff is measured in full-time equivalent (FTE) units and the costs per FTE are described in the notes below.

- 1) Full-time equivalents (FTEs) are based on average municipal detachment staffing levels for the years 2021 through 2024. Additional service, court security, prisoner transportation and cleaning staff are excluded.

The equivalent of 84.1 FTEs with a cost of \$17,823,159 has been excluded from municipal costs to reflect the average municipal detachment FTEs required for provincially-mandated responsibilities eligible for Provincial Service Usage credit.

Salary rates are based on weighted average rates for municipal detachment staff by rank, level, and classification. The 2026 salaries incorporate the 2026 general salary rate increase set in the 2023 to 2026 OPPA Uniform and Civilian Agreements (uniform and civilian staff - 4.75% in 2023, 4.50% in 2024, 2.75% in 2025 and 2.75% in 2026.) The 2026 salaries also incorporate a 3% Frontline Patrol Premium and a 3% Second-In-Command premium.

The benefit rates are estimated based on the most recent rates set by the Treasury Board Secretariat, (2025-26). Statutory Holiday Payouts, Shift Premiums, and Benefit costs are subject to reconciliation.

FTEs have been apportioned between Base Services and Calls for Service costs based on the current ratio, 51.9% Base Services : 48.1% Calls for Service.

- 2) Support Staff Costs and Other Direct Operating Expenses for uniform FTEs are calculated on a per FTE basis as per rates set in the 2025 Municipal Policing Cost-Recovery Formula.

OPP 2026 Calls for Service Billing Summary

Collingwood T

Estimated costs for the period January 1 to December 31, 2026

Calls for Service Billing Workgroups	Calls for Service Count					2026 Average Time Standard	Total Weighted Time	% of Total Provincial Weighted Time	2026 Estimated Calls for Service Cost
	2021	2022	2023	2024	Four Year Average				
	A					B	C = A * B		
	Note 1							Note 2	Note 3
Drug Possession	62	66	59	66	63	4.9	310	0.0165%	35,842
Drugs	21	21	25	22	22	103.7	2,307	0.1226%	266,835
Operational	2,787	2,675	2,788	3,350	2,900	4.0	11,600	0.6165%	1,341,502
Operational 2	802	764	778	712	764	1.8	1,375	0.0731%	159,037
Other Criminal Code Violations	167	172	139	203	170	6.7	1,141	0.0606%	131,915
Property Crime Violations	648	732	829	932	785	5.8	4,554	0.2421%	526,707
Statutes & Acts	409	508	552	547	504	3.6	1,814	0.0964%	209,829
Traffic	435	488	456	461	460	3.8	1,748	0.0929%	202,150
Violent Criminal Code	230	261	277	318	272	13.9	3,774	0.2006%	436,434
Municipal Totals	5,561	5,687	5,903	6,611	5,941		28,624	1.5212%	\$3,310,252

Provincial Totals (Note 4)

Calls for Service Billing Workgroups	Calls for Service Count					2026 Average Time Standard	Total Weighted Time	% of Total Provincial Weighted Time	2026 Estimated Calls for Service Cost
	2021	2022	2023	2024	Four Year Average				
	A					B	C = A * B		
	Note 1							Note 2	Note 3
Drug Possession	3,017	2,530	2,404	2,570	2,630	4.9	12,888	0.6849%	1,490,434
Drugs	1,071	818	940	944	943	103.7	97,806	5.1980%	11,310,991
Operational	182,938	178,694	182,556	198,566	185,688	4.0	742,754	39.4744%	85,897,052
Operational 2	48,875	46,769	47,507	47,198	47,587	1.8	85,657	4.5523%	9,905,960
Other Criminal Code Violations	12,312	12,464	13,135	14,777	13,172	6.7	88,252	4.6902%	10,206,039
Property Crime Violations	47,768	49,230	49,802	48,800	48,900	5.8	283,620	15.0733%	32,799,789
Statutes & Acts	33,390	33,258	34,566	37,180	34,599	3.6	124,555	6.6196%	14,404,335
Traffic	34,936	38,989	32,888	34,394	35,302	3.8	134,146	7.1293%	15,513,588
Violent Criminal Code	20,343	21,807	22,925	24,690	22,441	13.9	311,932	16.5779%	36,073,949
Provincial Totals	384,648	384,559	386,723	409,119	391,262		1,881,610	100%	\$217,602,138

Notes to Calls for Service Billing Summary

- 1) Displayed without decimal places, exact numbers used in calculations
- 2) Displayed to four decimal places, nine decimal places used in calculations
- 3) Total costs rounded to zero decimals
- 4) Provincial Totals exclude data for dissolutions and post-2022 municipal police force amalgamations.

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OPP 2026 Calls for Service Details
Collingwood T
For the calendar years 2021 to 2024

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2021	2022	2023	2024	
Grand Total	5,561	5,687	5,903	6,611	5,940.50
Drug Possession	62	66	59	66	63.25
DRUG Operation - Master Code	0	0	1	0	0.25
DRUG related occurrence	29	55	38	43	41.25
Fail to disclose previous prescription (double doctoring)	0	0	0	1	0.25
Poss of illicit over 30g dried cannabis (or equiv) adult	0	0	0	1	0.25
Possession - Cocaine	5	3	11	7	6.50
Possession - Heroin	1	0	0	0	0.25
Possession - Methamphetamine (Crystal Meth)	1	1	3	2	1.75
Possession - Methylenedioxyamphetamine (Ecstasy)	0	0	1	0	0.25
Possession - Other Controlled Drugs and Substances Act	17	5	2	8	8.00
Possession of > 5g dried cannabis (or equiv) youth	2	0	0	0	0.50
Possession-Opioid (other than heroin)	7	2	3	4	4.00
Drugs	21	21	25	22	22.25
Possession of cannabis for purpose of selling	0	0	1	0	0.25
Trafficking - Cocaine	8	18	12	10	12.00
Trafficking - Heroin	0	0	1	0	0.25
Trafficking - Methamphetamine (Crystal Meth)	3	0	2	2	1.75
Trafficking - Opioid (other than heroin)	2	1	2	3	2.00
Trafficking - Other Controlled Drugs and Substances Act	8	2	7	7	6.00
Operational	2,787	2,675	2,788	3,350	2,900.00
ACCIDENT - NON-MVC - Master Code	3	1	2	1	1.75
ACCIDENT - NON-MVC - RESIDENTIAL	0	1	0	0	0.25
Accident - Non-MVC Others	0	1	1	0	0.50
Alarm - Master Code	1	0	0	1	0.50
Alarm - Others	0	1	2	0	0.75
Animal - Dog Owners Liability Act	7	9	14	3	8.25
Animal - Left in Vehicle	33	27	25	30	28.75
Animal - Master Code	5	4	4	10	5.75
Animal - Other	12	15	13	6	11.50
Animal Bite	2	3	2	3	2.50
Animal Injured	21	17	21	19	19.50
Animal Rabid	1	1	4	1	1.75
Animal Stray	14	19	21	20	18.50
Assist Fire Department	12	12	14	10	12.00
Assist Public	715	323	79	604	430.25
Bomb Threat	1	0	1	0	0.50
By-Law-Master code	7	8	8	4	6.75
Distressed / Overdue Motorist	5	11	6	7	7.25
Dogs By-Law	2	3	5	4	3.50
Domestic Disturbance	219	264	318	241	260.50
False Alarm - Warning Issued	0	0	1	0	0.25
False Fire Alarm - Building	1	0	0	0	0.25
FAMILY DISPUTE	179	192	203	171	186.25
Fire - Building	12	11	22	16	15.25

OPP 2026 Calls for Service Details
Collingwood T
For the calendar years 2021 to 2024

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2021	2022	2023	2024	
Fire - Other	3	4	6	9	5.50
Fire - Vehicle	2	2	4	1	2.25
Fireworks By-Law	2	0	1	0	0.75
Found - Bicycles	5	13	15	10	10.75
Found - Computer, parts & accessories	0	1	0	3	1.00
Found - Household Property	2	3	7	8	5.00
Found - Jewellery	0	1	0	0	0.25
Found - License Plate	0	1	1	0	0.50
Found - Machinery & Tools	0	0	5	0	1.25
Found - Others	10	8	11	17	11.50
Found - Personal Accessories	19	31	51	28	32.25
Found - Radio, TV, Sound-Reprod. Equip.	4	4	1	1	2.50
Found - Sporting Goods, Hobby Equip.	1	1	1	1	1.00
Found - Vehicle Accessories	0	0	4	0	1.00
Found Property - Master Code	152	142	151	177	155.50
Insecure Condition - Building	2	5	6	1	3.50
Insecure Condition - Master Code	13	13	7	18	12.75
Loitering By-Law	1	0	1	0	0.50
Lost - Accessible Parking Permit	0	0	0	1	0.25
Lost - Bicycles	0	0	1	0	0.25
Lost - Gun	0	1	1	0	0.50
Lost - Household Property	0	1	4	2	1.75
Lost - Jewellery	3	1	1	0	1.25
Lost - License Plate	1	3	0	0	1.00
Lost - Office Machines & Equipment	0	0	1	0	0.25
Lost - Others	5	3	5	4	4.25
Lost - Personal Accessories	3	6	18	7	8.50
Lost - Radio, TV, Sound-Reprod. Equip.	1	2	1	0	1.00
Lost - Sporting Goods, Hobby Equip.	0	0	0	1	0.25
Lost - Vehicle Accessories	0	0	0	1	0.25
Lost Property - Master Code	72	58	108	111	87.25
Medical Assistance - Master Code	4	2	2	2	2.50
Medical Assistance - Other	3	1	8	6	4.50
Missing Person 12 & older	21	24	17	15	19.25
Missing Person Located 12 & older	31	31	52	37	37.75
Missing Person Located Under 12	4	4	6	4	4.50
Missing Person under 12	4	2	3	1	2.50
Missing Person-Master code	2	2	5	1	2.50
Neighbour Dispute	173	172	180	147	168.00
Noise By-Law	7	5	3	5	5.00
Noise Complaint - Animal	10	11	21	19	15.25
Noise Complaint - Business	1	2	0	1	1.00
Noise Complaint - Master Code	184	128	145	192	162.25
Noise Complaint - Others	7	6	4	6	5.75
Noise Complaint - Residence	9	15	11	11	11.50

OPP 2026 Calls for Service Details
Collingwood T
For the calendar years 2021 to 2024

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2021	2022	2023	2024	
Other Municipal By-Laws	23	24	29	26	25.50
Overdose/Suspected Overdose	2	1	0	1	1.00
Overdose/Suspected Overdose - Opioid Related	4	3	7	5	4.75
Phone - Master Code	0	13	6	0	4.75
Phone - Nuisance - No Charges Laid	13	32	46	24	28.75
Phone - Obscene - No Charges Laid	0	0	2	0	0.50
Phone - Other - No Charges Laid	2	4	2	3	2.75
Phone - Threatening - No Charges Laid	1	4	4	0	2.25
Protest/Demonstration	7	0	2	1	2.50
Smoking By-Law	0	1	0	0	0.25
Sudden Death - Accidental	1	1	0	1	0.75
Sudden Death - Apparent Overdose/Overdose	5	1	2	2	2.50
Sudden Death - Drowning	1	0	0	0	0.25
Sudden Death - master code	0	1	0	1	0.50
Sudden Death - Natural Causes	20	36	23	29	27.00
Sudden Death - Others	7	4	3	2	4.00
Sudden Death - Suicide	1	2	3	4	2.50
SUSPICIOUS PACKAGE	2	1	1	2	1.50
Suspicious Person	284	372	421	602	419.75
Suspicious vehicle	78	80	114	104	94.00
Swatting - Phone	0	1	0	0	0.25
Swatting - Social Media	0	0	0	1	0.25
Taxi By-Law	0	0	1	0	0.25
Traffic By-Law	16	3	11	8	9.50
Trouble with Youth	107	143	188	159	149.25
Unwanted Persons	194	301	277	363	283.75
Vehicle Recovered - Automobile	4	9	10	9	8.00
Vehicle Recovered - Master Code	0	1	0	2	0.75
Vehicle Recovered - Motorcycles	1	0	0	0	0.25
Vehicle Recovered - Other	1	0	1	1	0.75
Vehicle Recovered - Snow Vehicles	0	1	0	0	0.25
Vehicle Recovered - Trucks	0	4	0	1	1.25
Operational 2	802	764	778	712	764.00
911 call - Dropped Cell	102	86	74	57	79.75
911 call / 911 hang up	148	84	111	104	111.75
911 hang up - Pocket Dial	0	0	2	0	0.50
False Alarm - Accidental Trip	0	1	3	0	1.00
False Alarm - Cancelled	3	1	1	1	1.50
False Alarm - Malfunction	1	0	5	1	1.75
False Alarm - Others	353	354	337	292	334.00
False Holdup Alarm - Accidental Trip	31	46	32	39	37.00
Keep the Peace	164	192	213	218	196.75
Other Criminal Code Violations	167	172	139	203	170.25
Animals - Cruelty	1	0	0	0	0.25
Animals - Kill or injure	0	1	0	0	0.25

OPP 2026 Calls for Service Details
Collingwood T
For the calendar years 2021 to 2024

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2021	2022	2023	2024	
Bail Violations - Fail To Comply	47	47	54	46	48.50
Bail Violations - Master Code	0	0	2	3	1.25
Bail Violations - Others	4	3	0	6	3.25
Breach of Firearms regulation - Unsafe Storage	0	0	1	0	0.25
Breach of Probation	34	38	28	49	37.25
Breach of Recognizance (811)	0	3	3	8	3.50
Child Pornography - Making or distributing	0	0	0	1	0.25
Child Pornography - Master Code	0	1	0	0	0.25
Child Pornography - Other	0	0	0	1	0.25
Child Pornography - Possess child pornography	4	2	1	1	2.00
Counterfeit Money - Others	3	1	2	0	1.50
Counterfeit Money-Master code	3	1	0	1	1.25
Disobey court order/Misconduct executing process	0	0	0	2	0.50
Disturb the Peace	42	29	26	47	36.00
False Fire Alarm (C.C. Charge)	0	1	0	0	0.25
Indecent acts - exposure to person under 16	1	1	0	0	0.50
Indecent acts - Master Code	1	2	4	5	3.00
Indecent acts - Other	5	3	1	6	3.75
Killing an Animal	0	1	0	0	0.25
Libel - Defamatory	0	1	0	0	0.25
Obstruct Justice/Fabricate Evidences	1	0	0	0	0.25
Obstruct Public Peace Officer	1	3	1	5	2.50
Offensive Weapons - Careless use of firearms	0	0	2	0	0.50
Offensive Weapons - Carry concealed	4	1	1	0	1.50
Offensive Weapons - In Vehicle	0	1	0	1	0.50
Offensive Weapons - Other Weapons Offences	2	4	1	0	1.75
Offensive Weapons - Possession of Weapons	4	7	7	6	6.00
Offensive Weapons - Prohibited	0	2	0	0	0.50
Offensive Weapons - Restricted	0	1	0	0	0.25
Offensive Weapons-Other Offensive Weapons	1	0	1	0	0.50
Other Criminal Code * Sec. 337 - Sec. 352	0	0	0	1	0.25
Other Criminal Code * Sec.462 - Sec.753	1	0	0	0	0.25
Possession of Burglary Tools	0	0	0	2	0.50
Possession Of Counterfeit Money	0	2	0	0	0.50
Possession of Weapons	0	0	0	3	0.75
Prostitution - Public Communication to Sell Sexual Services	0	0	0	1	0.25
Provide Necessities	0	1	0	0	0.25
Public Mischief - mislead peace officer	4	7	1	1	3.25
Public Morals	1	0	0	1	0.50
Trespass at Night	1	6	1	5	3.25
Utter Threats to Property / Animals	2	1	2	1	1.50
Uttering Counterfeit Money	0	1	0	0	0.25
Property Crime Violations	648	732	829	932	785.25
Arson - Auto	0	1	0	0	0.25
Arson - Building	0	2	2	1	1.25

OPP 2026 Calls for Service Details
Collingwood T
For the calendar years 2021 to 2024

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2021	2022	2023	2024	
Arson - Master Code	0	0	1	0	0.25
Break & Enter	54	38	38	56	46.50
Break & Enter - Firearms	0	0	0	1	0.25
Fraud - Account closed	0	3	0	1	1.00
Fraud - False Pretence Over \$5,000	2	4	1	1	2.00
Fraud - False Pretence Under \$5,000	9	6	13	11	9.75
Fraud - Forgery & Uttering	4	2	9	3	4.50
Fraud - Fraud through mails	3	2	4	4	3.25
Fraud - Master Code	12	20	34	27	23.25
Fraud - Money/property/security Over \$5,000	15	29	24	17	21.25
Fraud - Money/property/security Under \$5,000	31	65	77	72	61.25
Fraud - Other	41	31	21	34	31.75
Fraud - Steal/Forge/Poss./Use Credit Card	7	12	24	33	19.00
Fraud - Transportation	0	6	4	6	4.00
Fraud - Welfare benefits	1	0	0	0	0.25
Identity Fraud	5	7	2	8	5.50
Identity Theft	1	1	4	4	2.50
Mischief	72	93	99	123	96.75
Mischief - Interfere with lawful use, enjoyment of property	8	6	13	14	10.25
Mischief Graffiti - Non-Gang Related	5	7	13	8	8.25
Personation with Intent (fraud)	0	2	0	0	0.50
Possession of Stolen Goods over \$5,000	2	2	5	5	3.50
Possession of Stolen Goods under \$5,000	2	4	14	8	7.00
Property Damage	16	10	23	23	18.00
Theft Over - Master Code	3	5	7	3	4.50
Theft FROM Motor Vehicles Over \$5,000	1	5	4	0	2.50
Theft FROM Motor Vehicles Under \$5,000	59	84	92	81	79.00
Theft of - Automobile	4	6	5	4	4.75
Theft of - Mail	0	2	1	2	1.25
Theft of - Mopeds	0	1	0	0	0.25
Theft of - Motorcycles	0	0	0	2	0.50
Theft of - Other Motor Vehicles	0	0	1	0	0.25
Theft of - Snow Vehicles	1	0	0	0	0.25
Theft of - Trucks	2	0	0	4	1.50
Theft of Motor Vehicle	16	21	14	19	17.50
Theft Over \$,5000 - Construction Site	1	0	1	0	0.50
Theft Over \$5,000 - Bicycles	2	2	0	1	1.25
Theft Over \$5,000 - Boat (Vessel)	1	0	1	0	0.50
Theft Over \$5,000 - Other Theft	7	10	6	6	7.25
Theft Over \$5,000 - Persons	0	1	0	0	0.25
Theft Over \$5,000 - Trailers	0	1	2	1	1.00
Theft Over \$5,000 SHOPLIFTING	2	2	6	6	4.00
Theft Under \$5,000 - Bicycles	27	29	23	46	31.25
Theft Under \$5,000 - Boat (Vessel)	0	0	0	1	0.25
Theft Under \$5,000 - Boat Motor	2	0	0	0	0.50

OPP 2026 Calls for Service Details
Collingwood T
For the calendar years 2021 to 2024

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2021	2022	2023	2024	
Theft Under \$5,000 - Building	1	1	0	3	1.25
Theft Under \$5,000 - Farm Equipment	0	0	1	0	0.25
Theft Under \$5,000 - Gasoline Drive-off	33	26	19	19	24.25
Theft Under \$5,000 - Master Code	35	42	30	48	38.75
Theft Under \$5,000 - Other Theft	96	69	65	63	73.25
Theft Under \$5,000 - Persons	7	4	5	8	6.00
Theft Under \$5,000 - Trailers	2	0	2	1	1.25
Theft Under \$5,000 SHOPLIFTING	54	67	114	150	96.25
Trafficking in Stolen Goods over \$5,000	0	0	1	1	0.50
Unlawful in a dwelling house	2	1	3	3	2.25
Willful act/omission likely to cause mischief	0	0	1	0	0.25
Statutes & Acts	409	508	552	547	504.00
Custody Dispute	0	1	0	0	0.25
FAMILY LAW ACT - CUSTODY/ACCESS ORDER	0	0	2	0	0.50
FAMILY LAW ACT - OTHER	0	1	1	0	0.50
Landlord / Tenant	86	109	112	88	98.75
Mental Health Act	109	135	195	157	149.00
Mental Health Act - Apprehension	25	42	45	44	39.00
Mental Health Act - Attempt Suicide	13	12	14	13	13.00
Mental Health Act - No Contact with Police	11	6	6	7	7.50
Mental Health Act - Placed on Form	24	26	23	16	22.25
Mental Health Act - Threat of Suicide	37	62	43	41	45.75
Mental Health Act - Voluntary Transport	11	22	15	14	15.50
Trespass To Property Act	93	92	96	167	112.00
Traffic	435	488	456	461	460.00
MVC - OTHERS (MOTOR VEHICLE COLLISION)	3	7	2	3	3.75
MVC - PERS. INJ. FAILED TO REMAIN (MOTOR VEHICLE COLLISION)	6	7	2	2	4.25
MVC - PERSONAL INJURY (MOTOR VEHICLE COLLISION]	26	29	15	7	19.25
MVC - PROP. DAM. FAILED TO REM (MOTOR VEHICLE COLLISION)	48	84	81	67	70.00
MVC - PROP. DAM. NON REPORTABLE (MOTOR VEHICLE COLLISION]	143	131	95	90	114.75
MVC - PROP. DAM. REPORTABLE (MOTOR VEHICLE COLLISION]	198	225	252	281	239.00
MVC (MOTOR VEHICLE COLLISION) - Master Code	11	5	8	10	8.50
Road Rage	0	0	1	1	0.50
Violent Criminal Code	230	261	277	318	271.50
Abduction Under 16	1	0	0	0	0.25
Aggravated Assault - Level 3	0	1	1	1	0.75
Assault - Level 1	72	98	95	139	101.00
Assault Peace Officer	3	2	3	7	3.75
Assault With Weapon or Causing Bodily Harm - Level 2	17	17	16	26	19.00
Corrupting morals of a child	0	0	0	1	0.25
Criminal Harassment	46	36	42	32	39.00
Criminal Harassment - Offender Unknown	2	4	2	2	2.50

OPP 2026 Calls for Service Details
Collingwood T
For the calendar years 2021 to 2024

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2021	2022	2023	2024	
Criminal Neg. Causing Death	1	0	0	0	0.25
Extortion	2	1	3	1	1.75
Forcible confinement	2	2	4	1	2.25
Indecent/Harassing Communications	10	6	10	9	8.75
Invitation to Sexual Touching	1	0	1	0	0.50
Kidnapping	0	1	1	0	0.50
MISCHIEF - CAUSE DANGER TO LIFE	0	0	2	0	0.50
Murder 1st Degree	0	2	0	0	0.50
Murder 2nd Degree	0	0	1	0	0.25
Non-Consensual Distribution of Intimate Images	1	2	2	4	2.25
Other Assaults / Admin Noxious thing	0	2	0	1	0.75
Other Criminal Code * against public order"	0	0	0	1	0.25
Pointing a Firearm	0	0	1	0	0.25
Robbery - Other	2	1	0	1	1.00
Robbery - Pursesnatch With Violence	0	1	0	0	0.25
Robbery - Threat of Violence	3	0	1	4	2.00
Robbery-Master code	1	1	1	1	1.00
Sexual Assault	19	21	36	30	26.50
Sexual Assault With a Weapon	0	0	1	0	0.25
Sexual Interference	5	3	6	3	4.25
Sexual offence occurring prior to January 4, 1983	0	0	0	1	0.25
Utter Threats to Person	34	53	44	40	42.75
Utter Threats-Master code	7	6	3	13	7.25
Voyeurism	1	1	1	0	0.75

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OPP 2026 Estimated Additional Services Agreement Cost Summary

Collingwood T

Estimated cost for the period January 1 to December 31, 2026

2025 Cost Recovery Formula

Salaries and Benefits

	Positions	\$/FTE	\$ Total
Uniform Members	Note 1		
Constable	1.00	123,513	123,513
Total Uniform Salaries	1.00		123,513
Statutory Holiday Payout		6,387	6,387
Shift Premiums		1,129	1,129
Uniform Benefits - Full-Time Salaries		36.39%	44,946
Total Uniform Salaries & Benefits			175,974
Support Costs - Salaries and Benefits			
Communication Operators		7,294	7,294
Prisoner Guards		2,425	2,425
Operational Support		7,250	7,250
RHQ Municipal Support		3,103	3,103
Telephone Support		162	162
Office Automation Support		937	937
Mobile and Portable Radio Support		325	325
Total Support Staff Salaries and Benefits Costs			21,496
Total Salaries & Benefits			197,470
Other Direct Operating Expenses			
Communication Centre		152	152
Operational Support		1,292	1,292
RHQ Municipal Support		340	340
Telephone		1,203	1,203
Mobile Radio Equipment Repairs & Maintenance		197	197
Office Automation - Uniform		4,688	4,688
Vehicle Usage		10,641	10,641
Detachment Supplies & Equipment		824	824
Uniform & Equipment		2,930	2,930
Administrative Vehicle Note 2		10,356	10,356
Total Other Direct Operating Expenses			32,623
Total 2026 Estimated Enhancement Cost			\$ 230,093
Total OPP-Policed Properties			14,422
Cost Per Property			\$ 15.95

OPP 2026 Estimated Additional Services Agreement Cost Summary

Collingwood T

Estimated cost for the period January 1 to December 31, 2026

Notes:

- 1) Salary rates are based on weighted average rates for municipal detachment staff by rank, level, and classification. The 2026 salaries incorporate the 2026 general salary rate increase set in the 2023 to 2026 OPPA Uniform and Civilian Agreements (uniform and civilian staff - 4.75% in 2023, 4.50% in 2024, 2.75% in 2025 and 2.75% in 2026.) The 2026 salaries also incorporate a 3% Frontline Patrol Premium and a 3% Second-In-Command premium. In 2026, the reconciliation for hours of service provided will be based on the updated availability factor of 1,381 hours per year.

- 2) An Administrative vehicle is included in this costing at a current annual cost of \$10,356 per vehicle.

OPP 2026 Estimated Court Security Cost Summary
Collingwood T
 Estimated costs for the period January 1 to December 31, 2026

2025 Cost-Recovery Formula

Salaries and Benefits

	Note 1	Positions	\$/FTE	Total \$
Uniform Members				
Constable		1.31	123,513	161,344
Total Uniform Salaries		1.31		161,344
Statutory Holiday Payout			6,387	8,344
Shift Premiums			1,129	1,474
Uniform Benefits - Full-Time Salaries			36.39%	58,713
Total Uniform Salaries & Benefits				229,875
Communication Operators			7,294	9,528
Prisoner Guards			2,425	3,168
Operational Support			7,250	9,471
RHQ Municipal Support			3,103	4,053
Telephone Support			162	212
Office Automation Support			937	1,224
Mobile and Portable Radio Support			325	425
Total Support Staff Salaries and Benefits Costs				28,080
Total Salaries & Benefits				257,955
Other Direct Operating Expenses				
Communication Centre			152	199
Operational Support			1,292	1,688
RHQ Municipal Support			340	444
Telephone			1,203	1,571
Mobile Radio Equipment Repairs & Maintenance			197	257
Office Automation - Uniform			4,688	6,124
Vehicle Usage			10,641	13,900
Detachment Supplies & Equipment			824	1,076
Uniform & Equipment			2,930	3,827
Total Other Direct Operating Expenses				29,087
Total 2026 Estimated Court Security Cost				\$ 287,042
Total OPP-Policed Properties				14,422
Cost Per Property			\$	19.90

OPP 2026 Estimated Court Security Cost Summary

Collingwood T

Estimated costs for the period January 1 to December 31, 2026

Notes:

- 1) Full-time equivalents (FTEs) are based on staffing required to provide court security based on the 2024 activity levels and requirements determined by servicing detachment staff. The 2026 salaries incorporate the 2026 general salary rate increase set in the 2023 to 2026 OPPA Uniform and Civilian Agreements (uniform and civilian staff - 4.75% in 2023, 4.50% in 2024, 2.75% in 2025 and 2.75% in 2026.) The 2026 salaries also incorporate a 3% Frontline Patrol Premium and a 3% Second-In-Command premium.

- 2) Support Staff Costs and Other Direct Operating Expenses for uniform FTEs are calculated on a per FTE basis as per rates set in the 2025 Municipal Policing Cost-Recovery Formula.

- 3) There was no information available about the status of 2026 Court Security Prisoner Transportation Grant Program at the time of the Annual Billing Statement preparation.

OPP 2024 Reconciled Year-End Summary
Collingwood T
Reconciled cost for the period January 1 to December 31, 2024

			Cost per Property \$	Reconciled Cost \$	Estimated Cost \$	Reconciliation Variance \$
Base Service	Property Counts					
	Household	13,347				
	Commercial and Industrial	540				
	Total Properties	13,887	179.78	2,496,539	2,299,500	197,039
Calls for Service						
	Total all municipalities	198,679,051				
	Municipal portion	1.4288%	204.42	2,838,807	2,614,828	223,979
Overtime			19.37	268,985	178,360	90,624
Court Security	(see summary)		19.08	264,925	52,370	212,555
Prisoner Transportation	(per property cost)		1.87	25,969	15,553	10,415
Accommodation/Cleaning Services	(per property cost)		-	-	-	-
Additional Service Agreement	(see summary)		5.76	80,053	196,571	- 116,518
Total 2024 Costs			430.28	5,975,277	5,357,183	
2024 Billed Amount				5,357,181		
2024 Year-End-Adjustment				618,096		

Notes

The Year-End Adjustment above is included as an adjustment on the 2026 Billing Statement.

This amount is incorporated into the monthly invoice amount for 2026.

The difference between the estimated and billed amount is due to rounding the bills to the nearest dollar throughout the year.

The 2024 Year-End Adjustment less the adjustment related to Additional Service Agreement Costs will be included in the 2026 capped cost calculation:

Total 2024 Year-End Adjustment	618,096
Additional Service Agreement Year-End Adjustment	116,518
Portion of Year-End Adjustment Included in 2026 Cap Calculations	734,614

OPP 2024 Reconciled Base Services and Calls for Service Cost Summary
For the period January 1 to December 31, 2024

Salaries and Benefits	Positions	Base	FTE	%	\$/FTE	Total Base Services	Base	Calls for
						and Calls for Service	Services	Service
						\$	\$	\$
Uniform Members	Note 1							
Inspector		26.21	100.0		182,588	4,785,639	4,785,639	-
Staff Sergeant-Detachment Commander		9.14	100.0		163,618	1,495,473	1,495,473	-
Staff Sergeant		36.76	100.0		152,805	5,617,096	5,617,096	-
Sergeant		222.37	50.4		136,574	30,369,854	15,318,086	15,051,768
Constable		1,613.61	50.4		116,074	187,298,667	94,469,399	92,829,269
Part-Time Constable		15.08	50.4		93,354	1,407,778	710,424	697,354
Total Uniform Salaries		1,923.17				230,974,507	122,396,117	108,578,391
Statutory Holiday Payout					6,050	11,543,670	6,038,603	5,505,066
Shift Premiums					1,129	2,088,959.07	1,053,632	1,035,327
Uniform Benefits - Inspector					28.64%	1,370,468	1,370,468	-
Uniform Benefits - Full-Time Salaries					36.39%	81,797,167	42,539,580	39,257,587
Uniform Benefits - Part-Time Salaries					20.76%	292,210	147,462	144,749
Total Uniform Salaries & Benefits						328,066,981	173,545,862	154,521,120
Detachment Civilian Members	Note 1							
Detachment Administrative Clerk		168.12	50.4		73,426	12,344,361	6,226,515	6,117,845
Detachment Operations Clerk		2.08	50.4		69,128	143,787	72,585	71,202
Detachment Clerk - Typist		1.06	50.4		60,677	64,318	32,159	32,159
Court Officer - Administration		25.63	50.4		74,937	1,920,625	968,930	951,695
Crimestoppers Co-ordinator		0.83	50.4		70,809	58,771	29,740	29,032
Cadet		0.68	50.4		49,848	33,897	16,948	16,948
Total Detachment Civilian Salaries		198.40				14,565,758	7,346,877	7,218,881
Civilian Benefits - Full-Time Salaries					35.46%	5,164,440	2,604,911	2,559,529
Total Detachment Civilian Salaries & Benefits						19,730,198	9,951,788	9,778,410
Support Costs - Salaries and Benefits	Note 2							
Communication Operators					6,228	11,977,503	6,263,811	5,713,692
Prisoner Guards					1,996	3,838,647	2,007,477	1,831,170
Operational Support					6,080	11,692,874	6,114,960	5,577,914
RHQ Municipal Support					2,751	5,290,641	2,766,818	2,523,822
Telephone Support					141	271,167	141,811	129,356
Office Automation Support					875	1,682,774	880,031	802,743
Mobile and Portable Radio Support					282	546,586.50	285,768	260,819
Total Support Staff Salaries and Benefits Costs						35,300,192	18,460,676	16,839,516
Total Salaries & Benefits						383,097,371	201,958,326	181,139,045
Other Direct Operating Expenses	Note 2							
Communication Centre					155	298,091	155,891	142,200
Operational Support					1,018	1,957,787	1,023,854	933,934
RHQ Municipal Support					212	407,712	213,219	194,493
Telephone					1,582	3,042,455	1,591,097	1,451,358
Mobile Radio Equipment Repairs & Maintenance					147	284,923	148,964	135,959
Office Automation - Uniform					3,019	5,806,050	3,036,359	2,769,691
Office Automation - Civilian					1,154	228,954	115,088	113,865
Vehicle Usage					9,975	19,183,621	10,032,356	9,151,265
Detachment Supplies & Equipment					548	1,053,897	551,151	502,746
Uniform & Equipment					2,305	4,467,666	2,335,795	2,131,871
Uniform & Equipment - Court Officer					994	25,476	12,852	12,624
Total Other Direct Operating Expenses						36,756,632	19,216,626	17,540,006
Total 2024 Municipal Base Services and Calls for Service Cost						\$ 419,854,003	\$ 221,174,952	\$ 198,679,051
Total OPP-Policed Municipal Properties							1,230,286	
Base Services Cost per Property							\$ 179.78	

OPP 2024 Reconciled Base Services and Calls for Service Cost Summary

For the period January 1 to December 31, 2024

Notes:

Total Base Services and Calls for Service Costs are based on the cost of salary, benefit, support and other direct operating expenses for staff providing policing services to municipalities. Staff is measured in full-time equivalent (FTE) units and the costs per FTE are described in the notes below.

- 1) Full-time equivalents (FTEs) are based on average municipal detachment staffing levels for the years 2019 through 2022. Contract enhancements, court security, prisoner transportation and cleaning staff are excluded.

The equivalent of 88.28 FTEs with a cost of \$17,343,993 has been excluded from municipal costs to reflect the average municipal detachment FTEs required for provincially-mandated responsibilities eligible for Provincial Service Usage credit.

Salary rates are based on weighted average rates for municipal detachment staff by rank, level and classification. The 2024 salaries incorporate the 2024 general salary rate increases set in the 2023 to 2026 OPPA Uniform and Civilian Collective Agreements, (uniform and civilian staff - 4.50%). The benefit rates are based on the most recent rates set by the Treasury Board Secretariat, (2024-25). Statutory Holiday Payouts, Shift Premiums, and Benefit costs are subject to reconciliation.

FTEs have been apportioned between Base Services and Calls for Service costs based on the current ratio, 50.44% Base Services : 49.56% Calls for Service.

- 2) Support Staff Costs and Other Direct Operating Expenses for uniform FTEs are calculated on a per FTE basis as per rates set in the 2023 Municipal Policing Cost-Recovery Formula.

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OPP 2024 Reconciled Additional Services Agreement Cost Summary

Collingwood T

Reconciled cost for the period January 1 to December 31, 2024

2023 Cost-Recovery Formula

Salaries and Benefits

		Positions	\$/FTE	Total \$
Uniform Members	Note 1			
Constable.		1.00	116,074	116,074
Total Uniform Salaries		1.00		116,074
Statutory Holiday Payout			6,050	6,050
Shift Premiums			1,129	1,129
Uniform Benefits - Full-Time Salaries.			36.39%	42,239
Total Uniform Salaries & Benefits				165,492
Communication Operators			6,228	6,228
Prisoner Guards			1,996	1,996
Operational Support			6,080	6,080
RHQ Municipal Support			2,751	2,751
Telephone Support			141	141
Office Automation Support			875	875
Mobile and Portable Radio Support			282	282
Total Support Staff Salaries and Benefits Costs				18,353
Total Salaries & Benefits				183,845
Other Direct Operating Expenses				
Communication Centre			155	155
Operational Support			1,018	1,018
RHQ Municipal Support			212	212
Telephone			1,582	1,582
Mobile Radio Equipment Repairs & Maintenance			147	147
Office Automation - Uniform			3,019	3,019
Vehicle Usage			9,975	9,975
Detachment Supplies & Equipment			548	548
Uniform & Equipment			2,305	2,305
Administrative Vehicle	Note 2		9,731	9,731
Total Other Direct Operating Expenses				28,692
Sub-Total Enhancement Cost				\$ 212,537
Contractual Hours Reduction, If Applicable	Note			(132,484)
Total 2024 Reconciled Enhancement Cost				\$ 80,053

OPP 2024 Reconciled Additional Services Agreement Cost Summary

Collingwood T

Reconciled cost for the period January 1 to December 31, 2024

Notes:

- 1) Salary rates are based on weighted average rates for municipal detachment staff by rank, level and classification. The 2024 salaries incorporate the 2024 general salary rate increases set in the 2023 to 2026 OPPA Uniform and Civilian Collective Agreements, (uniform and civilian staff - 4.5%). The benefit rates are based on the most recent rates set by the Treasury Board Secretariat, (2024-25).
- 2) An Administrative vehicle is included in this costing at a current annual cost of \$9,731 per vehicle.
- 3) The municipality receives an under hours credit in the amount of \$132,484. This credit is calculated using the number of hours below as follows: minimum hours required in the additional services agreement, 1,381 agreement hours less 479 hours provided = shortfall of 902 hours, divided by the total agreement hours multiplied by the total uniform policing costs exclusive of overtime: \$202,806.

Agreement Hours Calculation

Billable Uniform Additional Service Agreement Hours Worked			1,010
Calls For Service Hours Removed	1.00		(531)
Total Uniform Agreement Hours Worked			479
Minimum Hours Required in Agreement	1.00	FTEs x 1381	1,381
Total Hours Below Minimum Hours Required		-	902
Total Percentage Reduction (902 / 1381)			65.33%
X (Uniform Salaries + Uniform related ODOE)		X \$	<u>202,806</u>
Reduction Applied:			(132,484)

OPP 2024 Reconciled Court Security Cost Summary
Collingwood T
Reconciled costs for the period January 1 to December 31, 2024

2023 Cost-Recovery Formula

Salaries and Benefits

	Positions	\$/FTE	Total \$
Uniform Members	Note 1		
Constable.	1.31	116,074	151,628
Total Uniform Salaries	1.31		151,628
Statutory Holiday Payout		6,050	7,903
Shift Premiums		1,129	1,474
Uniform Benefits - Full-Time Salaries.		36.39%	55,177
Total Uniform Salaries & Benefits			216,182
Support Costs - Salaries and Benefits			
Communication Operators		6,228	8,136
Prisoner Guards		1,996	2,607
Operational Support		6,080	7,942
RHQ Municipal Support		2,751	3,594
Telephone Support		141	184
Office Automation Support		875	1,143
Mobile and Portable Radio Support		282	368
Total Support Staff Salaries and Benefits Costs			23,975
Total Salaries & Benefits			240,156
Other Direct Operating Expenses			
Communication Centre		155	202
Operational Support		1,018	1,330
RHQ Municipal Support		212	277
Telephone		1,582	2,067
Mobile Radio Equipment Repairs & Maintenance		147	192
Office Automation - Uniform		3,019	3,944
Vehicle Usage		9,975	13,030
Detachment Supplies & Equipment		548	716
Uniform & Equipment		2,305	3,011
Total Other Direct Operating Expenses			24,769
Total 2024 Reconciled Court Security Cost			264,925
Total OPP-Policed Properties			13,887
Cost Per Property		\$	19.08

OPP 2024 Reconciled Court Security Cost Summary
Collingwood T
Reconciled costs for the period January 1 to December 31, 2024

Notes

- 1) Full-time equivalents (FTEs) are based on staffing required to provide court security based on the 2024 activity levels and requirements determined by servicing detachment staff. Salary rates are based on weighted average rates for municipal detachment staffing by rank, level and classification. The 2024 salaries incorporate the 2024 general salary rate increases set in the 2023 to 2026 OPPA Uniform and Civilian Collective Agreements, (uniform and civilian staff - 4.5%). The benefit rates are based on the most recent rates set by the Treasury Board Secretariat, (2023-2024).
- 2) Support Staff Costs and Other Direct Operating Expenses for uniform FTEs are calculated on a per FTE basis as per rates set in the 2023 Municipal Policing Cost-Recovery Formula.



**Inspectorate
of Policing**

**Service d'inspection
des services policiers**

Office of the Inspector
General of Policing

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Bureau de l'inspecteur général
des services policiers

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Inspector General of Policing Memorandum

TO: All Chiefs of Police and
Commissioner Thomas Carrique, C.O.M.
Chairs, Police Service Boards

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: **February 9, 2026**

SUBJECT: Inspector General Memo #9: Province-Wide Inspection on Police Integrity
and Anti-Corruption Practices

On February 5, York Regional Police announced the results of Project South, a complex criminal investigation into organized crime and corruption. The investigation identified serious allegations and resulted in the arrest of several current and former members of the Toronto Police Service and has prompted broader concerns about the integrity and public confidence in policing.

It is essential that these concerns are addressed directly, examined independently and handled in a manner that strengthens public trust. This is a responsibility the Inspectorate of Policing takes seriously.

After considering a request from the Toronto Police Service and the Toronto Police Service Board, I will be initiating a province-wide inspection on police integrity and anti-corruption practices. While the scope of the inspection is still to be finalized, it will focus on five defined areas, with the ability to examine additional areas should they arise:

- Supervision and span of control, including how officers are supervised and how effective that supervision is;
- Screening and vetting of police officers both at recruitment and on an ongoing basis;
- Access to police databases and information systems, including permissions, controls and clearances;
- Evidence and property management practices; and
- Substance abuse and fitness for duty.

Given the scope of this inspection and the importance of it being conducted in a timely manner, I will appoint an individual external to government to serve as lead inspector. Upon completion, the inspector will submit a report outlining their independent findings. I will review the report to determine whether there has been any non-compliance with the *Community Safety and Policing Act, 2019*, including a failure to provide adequate and effective policing. If there has been non-

compliance, I will determine whether to issue any legally binding Directions to ensure compliance and improve performance across Ontario's policing system.

As the Inspectorate of Policing's work moves forward, I encourage you to evaluate your policies, procedures and practices as they relate to the five issues identified. To the extent you may identify vulnerabilities and approaches to address them in your own organization, please continue to engage the Inspectorate of Policing through your Police Services Advisor for support and guidance as needed. As always, our Police Services Advisors are there to help you navigate emerging issues, provide guidance, and support your compliance with the *Community Safety and Policing Act, 2019*. Finally, and importantly, as this work unfolds, my team will be careful and thoughtful in both our planning and execution to avoid compromising any ongoing criminal or other proceedings. I will keep the policing sector apprised as planning for this inspection evolves.

I take seriously our shared responsibility to maintain public confidence in the strength and integrity of Ontario's policing system.

Sincerely,



Ryan Teschner
Inspector General of Policing of Ontario

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

From: [OAPSB Training and Communications Team](#)
To: [Clerk's Distribution List](#)
Subject: Province-Wide Police Recruitment Campaign – Final Results and Next Steps for Boards
Date: Tuesday, January 13, 2026 2:08:59 PM

EXTERNAL EMAIL: This email originated outside of the Town's email system. Do not click any links or open any attachments unless you trust the sender and know the content is safe. If in doubt, please contact the helpdesk at x4357.

We are excited to share the Final Report from the Province-Wide Police Recruitment Campaign, *Answer the Call*, delivered in collaboration with police sector partners and Earnsliffe Strategies.

The campaign exceeded expectations across all key measures and demonstrated strong, province-wide interest in policing careers. Nearly 27,000 qualified leads were generated, almost double the original target, with strong engagement across all regions of Ontario, including smaller and rural communities. [Link to report](#). A reminder: you will need to be logged into the member portal in order for the link to work.

Importantly, performance data confirms that candidates were not only clicking on ads but spending meaningful time reviewing detailed information about policing careers and next steps.

Although proactive paid media has concluded, remaining campaign funds have been allocated to **extend the campaign website and email engagement until the end of June 2026**. This allows continued momentum without additional cost and provides boards and services with a stable, high-quality resource to support recruitment conversations.

What this means for Police Governance Boards

This campaign is **not an operational recruitment program**, and boards are not expected to recruit candidates directly. However, the results provide valuable insight and tools that boards can use to guide and support their police services in a governance and advisory capacity.

Boards are encouraged to:

1. Familiarize themselves with the campaign results

The Final Report highlights what prospective candidates are responding to, particularly clear, practical information about policing roles, expectations, and pathways. This can inform board-level discussions about recruitment challenges and sustainability.

2. Use the campaign website as a trusted reference point

The *Answer the Call* website provides consistent, province-wide information on policing careers and links candidates to local services. Boards may reference this resource when engaging with services or responding to public inquiries about policing careers.

3. Encourage alignment with local recruitment efforts

Boards may wish to ask their police service how provincial leads are being connected to local recruitment processes, including information sessions, Q&As, or application support. The campaign data offers a helpful starting point for these advisory

conversations.

4. Amplify existing campaign materials where appropriate

Boards that communicate publicly may choose to share campaign content through existing channels such as newsletters, websites, or community updates. Pre-developed creative assets and messaging are available, and use is optional and at each board's discretion.

5. Treat the Final Report as an ongoing resource

Rather than a one-time update, the campaign findings can support longer-term discussions around recruitment trends, candidate expectations, and workforce planning.

The success of this campaign reinforces that interest in policing is strong across Ontario when information is clear, accessible, and realistic. We, along with our partners in this project, will continue to support boards by sharing sector-wide insights and resources that strengthen informed governance and recruitment oversight.

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

From: [OAPSB Training and Communications Team](#)
To: [Clerk's Distribution List](#)
Subject: Friday update: new board resources + Zone 2 election results
Date: Friday, January 30, 2026 10:11:17 AM

EXTERNAL EMAIL: This email originated outside of the Town's email system. Do not click any links or open any attachments unless you trust the sender and know the content is safe. If in doubt, please contact the helpdesk at x4357.

Hello everyone,

If winter has taught us anything this week, it's that planning ahead matters, especially when conditions change quickly. Governance is no different.

Before we all mentally clock out and look toward the weekend, we wanted to share a few timely updates for OAPSB members.

New resources now available in Members Portal Resources

Two new practical tools have just been posted to the Members Portal, designed to support boards through transition periods that often feel harder than they need to be:

- **Board Orientation Checklist**

A clear, step-by-step tool to support onboarding of new members and reinforce consistency, continuity, and role clarity.

- **Election Year Transition Guide**

A focused resource to help boards prepare for and navigate election-year change, including member turnover, continuity planning, and early governance priorities.

Both are intended to reduce uncertainty and help boards stay grounded in their governance role, even when the environment shifts. Both have been marked by a "New" notice after the title to make it easier to find and they are both in the area " Reports & Information for All Boards"

Zone 2 election results

Thank you to all members in Zone 2 who participated in the recent election for a seat on the OAPSB Board of Directors.

We are pleased to announce that Michael (Mike) Tarnowski, Russell County OPP Detachment Board has been elected as the Zone 2 representative.

Here is a little bit about Michael:

Mike Tarnowski is the Mayor of Russell Township and a Councillor for the United Counties of Prescott and Russell. He brings over 25 years of leadership experience across the public, private, and education sectors, with a strong focus on strategic planning, fiscal accountability, and community well-being.



Michael holds an MBA from the University of Guelph's School of Management and Economics and previously served as a professor and Academic Chair at Algonquin College's School of Business & Hospitality. He currently serves on several regional boards, including the Eastern Ontario Health Unit, South Nation Conservation Authority, the Russell Police Services Board (as Chair), and the Prescott-Russell Residence.

Fluent in English, French, and Polish, Mike is known for his collaborative leadership style and commitment to transparent, balanced, and future-focused decision-making.

We appreciate the engagement shown throughout this process and the willingness of members to step forward to serve at the provincial level.

As always, if you have questions about these resources or would like support applying them locally, please do not hesitate to reach out.

Governance work doesn't stop when the weather turns, but it does help to know someone's on the trail with you. This season, we're aiming to be the St. Bernard of police governance, steady, practical, and ready when boards hit deep snow or uncertain ground.

Wishing you a safe, warm, and well-earned weekend.

Next quick steps for you

- Drop in the candidate bio.
- Confirm where the two resources live in the portal (no links needed if that's your usual practice).
- Send before lunch to catch the "Friday focus window."

If you want, paste the candidate bio here and I'll tighten it so it reads polished, balanced, and board-appropriate without sounding like a campaign flyer.

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

From: [OAPSB Training and Communications Team](#)
To: [Jennifer Battista](#)
Subject: Sector Developments and Independent Oversight Review
Date: Monday, February 9, 2026 12:40:54 PM

EXTERNAL EMAIL: This email originated outside of the Town's email system. Do not click any links or open any attachments unless you trust the sender and know the content is safe. If in doubt, please contact the helpdesk at x4357.

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

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

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

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

In this context, boards may find it helpful to:

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

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

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

The Association will continue to monitor developments and will share additional information

or guidance with members as appropriate.

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

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

From: [OAPSB Training and Communications Team](#)
To: [Jennifer Battista](#)
Subject: Supporting Boards in Local Media Conversations
Date: Tuesday, February 10, 2026 4:03:07 PM

EXTERNAL EMAIL: This email originated outside of the Town's email system. Do not click any links or open any attachments unless you trust the sender and know the content is safe. If in doubt, please contact the helpdesk at x4357.

Dear Members,

Recent high-profile events involving policing elsewhere in Ontario have understandably increased public and media attention across the sector.

While these matters may have no connection to your local police service or board, boards may nonetheless receive questions from community members or local media seeking comment or reassurance. Some boards may choose to engage in those conversations, while others may decide it is more appropriate not to. Both approaches can be appropriate, depending on local context.

What is important is recognizing that police service boards play a role in shaping how these conversations unfold in their own communities. When boards do engage, clear, measured, and governance-focused communication can help reinforce public confidence, support local police service members and staff, and prevent unnecessary escalation or misunderstanding.

To support boards in navigating these situations, the Ontario Association of Police Service Boards has prepared a short, practical resource focused on:

- what boards may wish to say if contacted locally,
- what boards may wish to avoid saying,
- and how to remain grounded in the board's governance role while supporting public confidence.

The resource is optional and adaptable. It is intended to be used as a reference if and when it is helpful, not as a requirement to engage or respond.

You can access the resource [here](#) from the members portal.

As always, boards are encouraged to consider their local circumstances, established communication practices, and community expectations when determining how best to respond.

The Association will continue to monitor developments and share additional resources as appropriate.

We are here to help and only a request away for support.

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

questions or comments concerning this email contact Ontario Association of Police Services Boards at oapsb@oapsb.ca.

Supporting Local Conversations During Heightened Public Attention

Practical Messaging Support for Police Service Boards

This document is intended to support police service boards if contacted by local media or community stakeholders following recent high-profile events involving policing elsewhere in Ontario.

It is not incident-specific and does not address the details of any ongoing investigation. Its purpose is to help boards communicate clearly, calmly, and within their governance role, while supporting public confidence and local police service members and staff.

A few framing reminders

- Events in one jurisdiction can prompt questions in others, even where there is no local connection.
- Boards are not expected to explain, defend, or comment on matters outside their authority.
- Calm, consistent language helps prevent unnecessary escalation or misinterpretation.

What boards can say

Boards may find it helpful to stay anchored in a small number of clear themes when responding locally.

Acknowledge seriousness without amplifying it

It is appropriate to recognize that events elsewhere are serious, without speculating or drawing conclusions.

Possible language

- “The issues being examined elsewhere are serious and understandably raise public concern.”
- “Accountability and public trust are essential to policing and police governance.”

Clarify local context

If there is no connection to the local police service or board, it is appropriate to state that clearly.

Possible language

- “There is no connection between those matters and our local police service.”
- “These events are specific to another jurisdiction.”

Reinforce confidence in independent oversight

Boards may be asked about the role of independent oversight bodies, including the Inspectorate of Policing. It is appropriate to express confidence in the oversight framework and the importance of independent review.

Support for oversight does not involve commenting on investigations or outcomes. It reflects confidence in the system of accountability that exists to protect public trust.

Possible language

- “Independent oversight is an essential part of maintaining public confidence in policing.”
- “Oversight bodies exist to independently examine serious matters when they arise.”
- “It’s important that oversight processes are allowed to proceed independently.”

Support local police service members and staff

Sector-wide attention can place additional pressure on police service members and civilian staff who are not connected to the events prompting coverage.

Boards may acknowledge professionalism and service without minimizing the seriousness of matters elsewhere.

Possible language

- “Our local police service members and staff continue to serve the community with professionalism and integrity.”
- “We are mindful that heightened attention can place added strain on police personnel who are not connected to these events.”

What boards should avoid saying

Certain statements, even when well-intentioned, can create confusion or unintended risk.

Avoid speculation or commentary on investigations

Boards should not comment on allegations, charges, evidence, or potential outcomes.

Avoid

- “It appears that...”
- “What likely happened is...”
- “This suggests that...”

Instead

- “It would not be appropriate for the board to comment on an ongoing investigation.”

Avoid minimizing or generalizing

Downplaying seriousness or making broad claims about policing can undermine credibility.

Avoid

- “This is just an isolated issue.”
- “This doesn’t reflect any real problem.”
- “These things happen everywhere.”

Instead

- Focus on accountability, oversight, and local professionalism.

Avoid operational or investigative language

Boards should not speak about discipline, internal controls, or operational processes.

Avoid

- “The board is taking action.”
- “We are reviewing officers.”
- “Leadership should have known.”

Instead

- Stay grounded in governance, accountability, and public confidence.

Avoid questioning the legitimacy of oversight

Comments that second-guess or undermine oversight processes can erode trust.

Avoid

- “This is being overblown.”
- “Oversight bodies are getting involved too quickly.”
- “This should have been handled internally.”

Instead

- Reinforce respect for independent review and accountability frameworks.

If you are contacted by local media

Boards may wish to:

- Identify who will respond on behalf of the board.
- Keep responses brief, factual, and measured.
- Use consistent language rather than improvised explanations.
- Redirect questions that fall outside the board's role.

It is always appropriate to say:

“That question relates to an ongoing investigation and is outside the board's role.”

Final note

High-profile events can test public confidence across the policing sector, even when they are unrelated to local services. Boards that communicate calmly, avoid speculation, and reinforce accountability help steady local conversations and support confidence in their communities.

The Ontario Association of Police Service Boards will continue to monitor developments and share additional resources as appropriate.

Solicitor General

Office of the Solicitor General
25 Grosvenor Street, 18th Floor
Toronto ON M7A 1Y6
Tel: 416 326-5000
Toll Free: 1 866 517-0571
Minister.SOLGEN@ontario.ca

Solliciteur général

Bureau du solliciteur général
25, rue Grosvenor, 18^e étage
Toronto ON M7A 1Y6
Tél. : 416 326-5000
Sans frais : 1 866 517-0571
Minister.SOLGEN@ontario.ca



Ministry of Municipal Affairs and Housing

Office of the Minister
777 Bay Street, 17th Floor
Toronto ON M7A 2J3
Tel.: 416 585-7000

Ministère des Affaires municipales et du Logement

Bureau du ministre
777, rue Bay, 17^e étage
Toronto (Ontario) M7A 2J3
Tél. : 416 585-7000

234-2025-5952
132-2025-4900
By email

January 12, 2026

To Mayors and Chairs of Police Service Boards in Strong Mayor Power Municipalities,

We are writing to provide information on the powers and roles of municipalities, mayors, and police service boards in establishing a police service board budget, particularly in municipalities with Strong Mayor Powers.

In a strong mayor municipality, the Head of Council has the responsibility to prepare and propose the municipal budget on or before February 1 of each year, which would be subject to a council amendment, head of council veto and council override process.

This municipal budget includes estimates of amounts required during the year, including any amounts required for boards, such as the police service boards budget established in accordance with the *Community Safety and Policing Act, 2019* (CSPA). **The Head of Council's strong mayor budget powers do not include the power to limit police service board budget increases or veto estimates submitted by police service boards.**

The CSPA provides the purposes for which the funding is to be provided to a police service board, establishes a process for submitting budget estimates, municipal approval of such a budget, and the mechanisms available to address disagreements.

Under section 50 of the CSPA, a police service board must submit their operating and capital estimates to the municipality, which is then responsible for establishing an overall budget for the police service board. **Although municipalities are not required to adopt the board's estimates as submitted, they cannot approve or reject specific line items within the estimates.** Municipalities are required to provide police service boards with sufficient funding to comply with the CSPA and its regulations, as well as pay the expenses of the board's operation, excluding remuneration for board members.

There are dispute resolution mechanisms established under the CSPA to address situations in which a police service board is not satisfied that the budget is sufficient to permit the board to comply with the legislation and pay for the board's operation.

The CSPA provides two dispute resolution pathways: the board and municipality may jointly apply to the Commission Chair of the Ontario Police Arbitration and Adjudication Commission (OPAAC) to appoint a conciliation officer, or the board may give the municipality written notice referring the matter to arbitration.

In arbitration, a municipality can argue, among other things, that costs could be reduced if the board entered an agreement to receive services from another police service. If the municipality can show that the board could reasonably have obtained policing services under an agreement (under section 14 of the CSPA, with another police service board or the Commissioner of the Ontario Provincial Police) at a lower cost while still meeting applicable standards, the arbitrator cannot deem the budget insufficient to the extent of the amount that could have been saved by entering into the agreement.

For example, if a police service board seeks funding for a \$15 million policing budget, and the municipality can demonstrate that equivalent services meeting all standards could have been provided through a budget at \$13 million, where some services are provided pursuant to an agreement with another police service, in this case, the arbitrator could not find the budget insufficient to the extent of the additional \$2 million.

Following arbitration, the municipality shall amend the board's budget to reflect the arbitrator's decision.

Thank you for your continued leadership and commitment to protecting our communities. Please consider this information as you work toward establishing police service budgets. If you or your administrative staff require additional information, please contact Nicole Rogers, Manager, Community Safety Policy Unit, Ministry of the Solicitor General, at Nicole.Rogers@ontario.ca or Shira Babins, Manager, Financial Analysis and Reporting Unit, Ministry of Municipal Affairs and Housing, at Shira.Babins@ontario.ca.

Your work and dedication are important in advancing shared priorities and strengthening public safety to protect Ontario.

Sincerely,



The Honourable Michael S. Kerzner
Solicitor General



The Honourable Rob Flack
Minister of Municipal Affairs and Housing

c: Chiefs of Police

Clerks and CAOs, Strong Mayor Powered Municipalities

Jennifer Battista

From: Holly Doty <oapsb@oapsb.ca>
Sent: Tuesday, March 10, 2026 12:32 PM
To: Jennifer Battista
Subject: 2026 OAPSB Call for Resolutions & Nominations

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NOTICE - CALL FOR RESOLUTIONS

In preparation for the 2025 OAPSB AGM held at the 2026 Spring Conference we are now calling for board resolutions.

Eligible resolutions must originate from member boards only (not municipalities / towns).

For your convenience, please see the attached Guidance document when proposing a Resolution.

Please forward any Proposed Resolutions, in WORD format, to oapsb@oapsb.ca no later than the cut-off date of May 1, 2025.

Thank you.



NOTICE - CALL FOR DIRECTOR NOMINATIONS DUE APRIL 15, 2026

As per the by-law, each of the following must notify the Board of Directors of their nominee(s) for election at least 45 days prior to the AGM held on June 1, 2026.

- Big 12 election of four (4) nominees (election process below)
- First Nations shall submit one (1) nominee
- The following open positions should submit a nominee:
 - Zone 2

The following Directors will carry over to the 2026/2027 Board of Directors:

- Director, Zone 1: John McTaggart, Rainy River OPP Detachment 1
- Director, Zone 1A: Bill Hagborg, North Bay Police Service Board
- Director, Zone 2: Vacant
- Director, Zone 3: John Braybrook, Peterborough County OPP Detachment
- Director, Zone 4: Ken Whiteford, Woodstock Police Service Board
- Director, Zone 5: John Thomson, Owen Sound Police Service Board
- Director, Zone 6: Patrick Weaver, Chatham-Kent Police Service Board
- Director OPP: Rick Dumas, OPP Contract North 1
- Director OPP: Marc Valliancourt, OPP Contract North 1A
- Director OPP: Mike Tarnowski, OPP Contract South-east
- Director OPP: Jim Maudsley, OPP Contract South-west
- Director First Nations: Vacant

Members seeking Re-election:

- Director, Big 12: Susan Stevenson, London Police Service Board
- Director, Big 12: Al Boughton, Peel Police Service Board
- Director, Toronto: Lisa Kostakis, Toronto Police Service Board

The representative of the Big 12 shall select and advise of nominees (4).
Nominees can be sent directly to OAPSB

THAT the bylaws be summarized below:

- The First Nations position will be elected in 2026 for a 3-year term
- Big 12 will be elected/renewed in 2026 for 3-year terms
- Zone Directors 1-6 renew in 2027 for 3-year terms
- OPP (4 positions) renew in 2028 for 3-year terms

Candidates for Director must be a member of a Board in good standing in the current year and located within and in the zone to be presented. The candidate need not be present at the time of voting, provided they have provided in writing their consent to stand for election prior to the voting date.

Directors that have already served a combined total of 12 years or more on the OAPSB Board of Directors that are not eligible to further serve as a Director on the Board.

As police board members are expected to always exercise good judgement, nominees are expected to understand and self-enforce these Director-eligibility criteria.

The nominees are subject to confirmation by the membership present at the AGM.

Please submit nominations no later than April 15, 2026, to Holly Doty at oapsb@oapsb.ca.



2026 OAPSB Spring Conference & AGM

Register today!

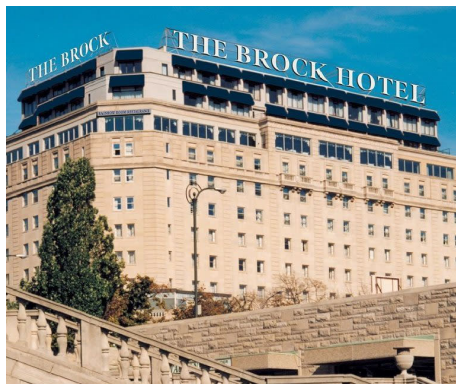
June 1 - 3, 2026

Early Bird pricing expires April 1, 2026!

The in-person conference will take place at The Brock Niagara Fall-Fallsview, Tapestry by Hilton in Niagara Falls, Ontario.

Member and Corporate sponsor opportunities are linked below. For more information or to partner please email Holly Doty at oapsb@oapsb.ca or by calling 1-800-831-7727.

OAPSB Room Block



The Spring Conference will be held at:

**The Brock Niagara Falls-Fallsview,
Tapestry
5685 Falls Avenue
Niagara Falls, Ontario**

Our special room block rate expires on **April 30, 2026**.

Conference Registration - Early
Bird Ends April 1, 2026

Book my Accommodation! Offer
expires April 30, 2026



There are sponsorship opportunities available for the 2026 OAPSB Spring Conference!

Please contact Holly Doty at oapsb@oapsb.ca or 1-800-831-7727 to take advantage of one or more of these unique sponsorship opportunities.

Member Sponsorship
Opportunities

Corporate Sponsorship
Opportunities

Connect With Us!



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

From: [Amanda Pegg](#)
To: [Licharson, Loris \(OPP\)](#)
Cc: [Jennifer Battista](#)
Subject: FW: MCRT Enhancement Grant 2025-26 - 2026-27 Fiscal Year-End Reminders
Date: Monday, March 23, 2026 4:34:05 PM
Attachments: [image002.png](#)
[image003.jpg](#)

Good afternoon, DC Licharson.

Please see the below update from SOLGEN regarding MCRT Enhancement Grant 2025-26 - 2026-27 Fiscal Year-End Reminders.

Kindly,
Amanda

From: Devakandan, Shamitha (SOLGEN) <Shamitha.Devakandan@ontario.ca>
Sent: Monday, March 16, 2026 1:14 PM
Cc: Anastasopoulos, Steffie (SOLGEN) <Steffie.Anastasopoulos@ontario.ca>; Devakandan, Shamitha (SOLGEN) <Shamitha.Devakandan@ontario.ca>
Subject: MCRT Enhancement Grant 2025-26 - 2026-27 Fiscal Year-End Reminders

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Good Afternoon,

As fiscal year-end approaches, we would like to share a few updates and considerations for recipients of the Mobile Crisis Response Team (MCRT) Enhancement Grant 2025-26 – 2026-27. As you know, fiscal year-end falls on March 31, 2026, and as such 2025-26 spending under the MCRT Enhancement Grant must occur on or before this date as set out by your Transfer Payment Agreement (TPA). The ministry will not be able to approve any activities or invoices that occur past this date for fiscal year 2025-26. Additionally, the ministry is unable to carry-over funding from one fiscal year to another. However, the ministry provides flexibility to recipients to reallocate funding, with the approval of ministry staff, if there have been budget deviations from the original approved budget as per your TPA.

As we anticipate a large volume of requests pertaining to reallocations, we ask that budget change requests be submitted to myself and Steffie prior to March 31, 2026, as this will allow for a streamlined review of budget changes and review of final report backs. Submitting your budget change requests after March 31, 2026, does not mean they will be denied, but rather the recipient runs the risk of incurring expenses that may not be approved by the ministry (e.g., ineligible budget items).

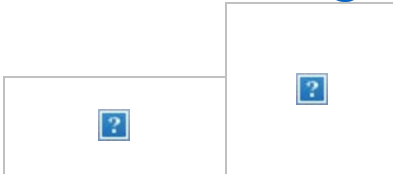
Additionally, we are in the process of finalizing 2025-26 final report backs with TPON system administrators and will be sending an email out when the report back

templates are available within the system. Please don't hesitate to reach out should you have any questions regarding the budget change request process or the 2025-26 final report back.

Regards,

Shamitha Devakandan

Community Safety Analyst | External Relations Branch
Ministry of the Solicitor General | Ontario Public Service
Shamitha.Devakandan@ontario.ca



Taking pride in strengthening Ontario, its places and its people

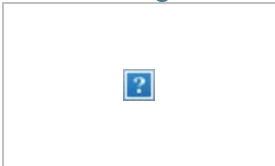
From: [Amanda Pegg](#)
To: [Jennifer Battista](#)
Cc: [Becky Dahl](#)
Subject: FW: Collingwood T - 2026 Court Security and Prisoner Transportation Grant Update
Date: Monday, March 30, 2026 2:26:49 PM
Attachments: [image001.jpg](#)

Hi Jennifer,

Please see below.

A

Amanda Pegg, CHRE
Executive Director, Customer & Corporate Services
705-445-1030 Ext. 3247
www.collingwood.ca



From: OPP GHQ Municipal Policing (OPP) <opp.municipalpolicing@opp.ca>
Sent: Monday, March 30, 2026 11:32 AM
To: Sonya Skinner <sskinner@collingwood.ca>; Jennifer Graham <jgraham@collingwood.ca>; Sara Almas <salmas@collingwood.ca>; Amanda Pegg <apegg@collingwood.ca>
Subject: Collingwood T - 2026 Court Security and Prisoner Transportation Grant Update

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Good morning,

We are pleased to advise we have received approval to release a portion of the 2026 Court Security Prisoner Transportation (CSPT) grant allotted to your Municipality.

Based on estimated 2026 costs, the Municipality's allotment for the 2026 calendar year is \$176177.

We have asked Ontario Shared Services to issue a credit memo for 25% of the 2026 allotment in the amount of \$44043.

We anticipate the remainder of the grant will be credited in September 2026. Please note that 2025 reconciled CSPT costs will be compared to the actual grant allocated for 2025, and any grant overpayment will be deducted from the outstanding grant allocation.

Respectfully,

MPU Financial Services Unit Team Members

From: [OAPSB Training and Communications Team](#)
To: [Clerk's Distribution List](#)
Subject: Register Now: Spring Discussion Groups
Date: Thursday, April 9, 2026 7:00:32 AM

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Our spring discussion groups are now open for registration, with sessions designed to support board members, administrators, and governance partners across Ontario.

As we prepare for the transition to Police Governance Ontario and the launch of our new website very soon, we want to ensure you have continued access to our upcoming discussion groups.

We are pleased to offer a series of sessions this spring, designed to support board members, administrators, municipal partners, and First Nations governance discussions:

Board Members Discussion Group

April: [Registration Link](#)
May: [Registration Link](#)
June: [Registration Link](#)

Administrative and Municipal Supports Discussion Group

April: [Registration Link](#)
May: [Registration Link](#)
June: [Registration Link](#)

First Nations Governance Roundtable

April: [Registration Link](#)
May: [Registration Link](#)
June: [Registration Link](#)

These sessions provide a practical forum to connect with peers, share experiences, and explore real-world approaches to current and emerging challenges in police governance across Ontario. Participants benefit from open discussion, shared problem-solving, and the opportunity to learn from the experiences of others facing similar issues.

The First Nations Governance Roundtable is evolving as we continue to engage with participants and identify top-of-mind priorities. These sessions are focused on listening, relationship-building, and shaping future discussions based on the needs and perspectives of First Nations communities.

As part of our transition, these sessions will soon be available through the Events section of the new Police Governance Ontario website. In the meantime, please use the links above to register.

We look forward to your participation.

This email was sent on behalf of Ontario Association of Police Services Boards located at PO

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