

# QUARTERLY NEWSLETTER

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April – June 2025

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## Message from the Chair

I am honoured to serve as Chair of the OAPSB at this pivotal moment in community safety and police governance across Ontario.

Over the years, I have witnessed the critical role police service boards play, not just in oversight, but in building public trust, ensuring transparency, and helping shape the direction of policing in our communities. As Chair, I am committed to strengthening the voice and capacity of boards province-wide, recognizing that strong, well-supported boards are essential to safe, effective, and accountable policing.

The road ahead presents both opportunities and challenges. The implementation of the Community Safety and Policing Act marks a new era in police oversight, one that calls for clarity, consistency, and collaboration. Our Association will be a strong partner to members as we navigate this transition, ensuring boards are equipped with the tools, training, and advocacy they need to lead effectively.

My vision for the OAPSB is rooted in three priorities: empowering boards through practical education and support; strengthening our collective influence with government and stakeholders; and promoting excellence in governance through shared learning and innovation. Whether through improved board practices, a stronger collective voice, or community engagement, we must lead with integrity and a shared commitment to community safety and public confidence.

To our members: thank you for your service. I look forward to working together to build a stronger, united voice for police governance in Ontario.

Sincerely,

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





# Message from the Executive Director

## Building Momentum Through Member Voice and Connection

As we move into summer, I want to thank everyone who joined us for our Spring Conference and Annual General Meeting. The energy, insight, and shared commitment from across our member boards were powerful reminders of why this work matters — and how important it is that we stay connected and aligned.

We are hearing clearly from you — our members — that your time, service, and lived experience at the governance table deserve both recognition and support. That's why we're moving forward with surveys to better understand and benchmark remuneration practices for Police Services Board and OPP Detachment Board members. Your feedback will directly shape our future advocacy and guidance.

At the same time, we're launching more focused member events and webinars to dive deeper into priority topics like onboarding, governance challenges, and adapting to the evolving policing landscape. These sessions have been thoughtful, practical, and grounded in the real experiences of our members — whether serving on Municipal boards, First Nations boards, or new OPP Detachment boards.

As always, we invite you to explore the updated resources available in the Member Portal at [oapsb.ca](https://oapsb.ca), including recent templates, guides, and supports.

Thank you for your continued leadership. Your collective voice is helping strengthen oversight, accountability, and safety across Ontario.



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

## Board Spotlight

Does your board want to be featured in an upcoming Newsletter?

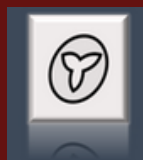
In coming editions of this newsletter, we will be featuring a Member Board!

contact:  
[media@oapsb.ca](mailto:media@oapsb.ca)

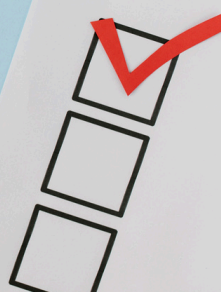
Website:  
<https://oapsb.ca/>

## Follow & Connect

Look for Our App available for iPhone and Android



# Open Surveys – Your Voice Matters



## Action Required: Urgent Survey on Bargaining Responsibilities (Municipal Boards Only)

We are distributing a high-priority survey specifically for Municipal Police Services Boards. This one has a **short turnaround**, so we ask for your prompt attention.

Deadline: **Thursday, July 11, 2025**

Goal: One survey per board — and if your board has an administrator, we encourage them to complete it too, using the separate link.

**Why it matters:** The more responses we receive, the stronger and more representative our data will be. This will directly inform next steps for supporting boards in their bargaining responsibilities.

Complete the Surveys Here:

- [Board Member Survey](#)
- [Executive Director and Board Staff Survey](#)

This summer, OAPSB is launching two province-wide surveys to gather crucial data on how Police Services Board and OPP Detachment Board members are being compensated for their time, responsibility, and service.

Watch your inbox later this month for your personalized survey link for the **Remuneration Surveys** which will be open until the 18 of August, 2025.

And thank you in advance for helping shape the future of board governance in Ontario.

If you have questions or would like more information, please visit the Member Portal or email us at [training@oapsb.ca](mailto:training@oapsb.ca).

**Want to contribute to our next newsletter, or have a topic you're interested in?**

[media@oapsb.ca](mailto:media@oapsb.ca)

## 2025 Spring Conference & AGM Recap

### Stronger Together: Highlights from the 2025 Spring Conference & AGM

This year's Spring Conference and Annual General Meeting brought together OAPSB members from across Ontario for a powerful few days of learning, connecting, and planning for the road ahead. Held in London, ON, the event drew strong participation from Municipal, First Nations, and OPP Detachment Boards; each bringing unique insights to the table.

Among the most well-received elements of the conference were the breakout sessions, which provided hands-on, facilitated discussions on practical governance issues. Topics like Critical Thinking for Police Governance to Rules of Engagement for Boards, these sessions gave members the chance to learn about best practices in a more focused, interactive format aimed at enhancing their skills and confidence. Feedback from our post-conference survey confirmed what we hoped: this was just the kind of practical support members are looking for.

These breakout learning sessions were only the beginning — a formal training and learning program is in development and will launch later this year, with modules inspired directly by member feedback and breakout session themes.

During the AGM, members also:

- Elected a new Board of Directors, now posted on our [website](#)
- Approved key governance updates and financials
- Endorsed continued work in strengthening remuneration practices and system-level collaboration

Thank you to everyone who made the 2025 Conference a success — your participation fuels the momentum we're building together. Stay tuned for more information on the upcoming Fall Webinar Series, training modules, and opportunities to participate.

If you could not join us for the conference, the conference presentations can be found via the member's portal on the website!



# Updates for Boards

## Municipal Police Service Boards: Key Updates for Compliance and Best Practices

The **Office of the Information and Privacy Commissioner of Ontario** has released a groundbreaking framework for the use of Investigative Genetic Genealogy (IGG) by police services—a first in Canada. This guidance is a vital step toward ensuring that emerging technologies are deployed responsibly, ethically, and with public trust at the forefront.

As leaders in police governance, we recognize the immense potential of IGG to solve cold cases and deliver justice. But we also carry the responsibility to ensure that its use aligns with principles of accountability, necessity, and proportionality. The IPC's twelve guardrails—ranging from lawful authority to public consultation—offer a roadmap for oversight bodies to support innovation while safeguarding privacy and human rights.

In light of the new guidance from the Information and Privacy Commissioner of Ontario on Investigative Genetic Genealogy (IGG), Boards should be leaning into their oversight role by asking thoughtful, forward-looking questions like:

### Governance & Legal Authority

- Has our police service established clear policies and procedures for the use of IGG?
- Under what legal authority is IGG being used, and how is that authority documented and reviewed?

### Privacy & Risk Mitigation

- What safeguards are in place to ensure compliance with privacy laws and the IPC's twelve guardrails?
- How is the service minimizing the collection, use, and retention of genetic data?

### Public Trust & Transparency

- Has the service engaged in public consultation or community dialogue about the use of IGG?
- What steps are being taken to ensure transparency and accountability in IGG investigations?

### Procurement & Partnerships

- Are third-party vendors involved in IGG investigations? If so, how are they being vetted and monitored?
- What contractual or oversight mechanisms are in place to ensure ethical and secure handling of data?

### Oversight & Evaluation

- How is the effectiveness and proportionality of IGG being evaluated?
- What role does the Board play in reviewing or approving the use of IGG in specific cases?

These questions can help Boards ensure that the use of IGG aligns with principles of necessity, proportionality, and public accountability—especially in the absence of a clear legislative framework. We have information posted on our member's portal resources page to help.

For Information on the Twelve Guardrails visit the Information and Privacy Commissioner website [here](#)

## OPP Detachment Boards: Key Updates for Compliance and Best Practices

OPP Detachment Boards continue to develop toward compliance to the CSPA. Don't forget about the number of resources that can be found on the website to help support your board and administrators. The website is a valuable tool!

Recently we've added:

- A Start-Up Checklist for boards that are still forming and getting started
- The Annual Report - A summary of what boards can use for their portion of the report, some guidance on delivery and a framework for the report.
- Information on Detachment Commander Performance Reviews
- Information on Detachment Commander selection.

*Coming this Summer, we will be launching our Administrative Handbook for Boards. Wait for announcements soon!*

*Can't find something you need or are looking for? Contact us anytime for help & support!*

*contact the OAPSB Team at [training@oapsb.ca](mailto:training@oapsb.ca)*

*Our member's portal continues to evolve and grow. There are lots of tips and tools to help boards with their activities.*



## **Inspectorate of Policing Spotlight – What My Inaugural Report Means for Police Service Boards in Ontario**

On May 26, 2025, I released my first Spotlight Report: Policing of Protests and Major Events: Public Order Maintenance in Ontario. The report provides insights and recommendations to support police service boards in their governance role. It highlights a 184 per cent increase in Public Order Units between 2018-2022, reflecting growing demands on police services and emphasizing the need for strong oversight, adequate resources, and officer wellness.

Overall, I concluded that the state of policing in Ontario is strong. The legal and governance infrastructure that should surround POU and their operational work is, generally, in place in the form of police service board policy and governance. However, there are also signs that the system is becoming stretched due to demand and complexity and this trend is increasing.

In preparing the report, we incorporated feedback from the Ontario Association of Police Service Boards (OAPSB) to help ensure board perspectives were reflected. I appreciate their input as we work to strengthen policing standards across the province.

As leaders responsible for police governance across Ontario, you represent your communities' voices and translate their values into the strategic direction that shapes policing services. This report highlights the growing challenges police services face when maintaining public order during protests and large-scale events – challenges I know you must actively engage with to ensure policing remains effective, accountable, and community-focused.

### **My Recommendations for Police Service Boards**

I recommend Police Service Boards do the following to ensure your service is ready for major public events or protests in your community:

#### **1. Review and Update Policies**

I recommend that you review and update your public order maintenance policies to fully align with the Community Safety and Policing Act (CSPA) and Ontario Regulation 392/23. Your policies should clearly address all procedural areas where the Chief must establish guidelines for maintaining public peace. Additionally, I encourage you to maintain ongoing communication with your Chief, including receiving:

- Annual summaries of POU deployments (internal and external).
- Trend analysis of public order policing to help inform your strategic oversight.

#### **2. Ensure Your Service Has Valid POU Support Agreements**

If your police service does not have its own POU, you must verify that valid support agreements are in place as required by Section 14 of the CSPA. I urge you to collaborate with your police service and any supporting services to establish deployment timelines that reflect local public safety risks and resource capacities.

#### **3. Oversee Procedure Reviews and Updates**

Chiefs should regularly review and update public order maintenance procedures, and you should expect this as part of your governance role. These procedures must:

- Align with the CSPA and accurately represent how your service maintains public peace.
- Define clear criteria for POU deployment for both planned and unplanned incidents, including the authorization process and operational responsibilities.
- Include mandatory debriefings after every POU deployment, as required under Ontario Regulation 392/23.

#### **4. Support Public Order Manual Maintenance**

For police services with POU, I recommend that Chiefs maintain a comprehensive public order manual tailored to the service's needs and ensure it is available to all POU members. Supporting consistent training through provincial initiatives like the Ontario Police College is also essential.

By acting on these recommendations, you will help strengthen public trust, improve officer well-being, and ensure Ontario's police services are prepared to maintain public order effectively and respectfully in your communities.

# Member Engagement – Discussion Groups in Action

## Driving Real Conversations

At the heart of effective police governance is the ability to learn from one another – and that’s exactly what our OAPSB Discussion Groups are designed to support.

These small, focused working groups are bringing together members from across the province to dig into the real-world issues boards are facing today. Whether you serve on a Municipal Board, a First Nations Board, or an OPP Detachment Board, these sessions are creating space for collaboration, innovation, and peer-based problem solving.

So far, participants have explored:

- Transitioning to the CSPA in a range of topics, areas and policy development
- Navigating dual accountabilities and community expectations
- Role clarity for effective communication with the media and your community
- Balancing transparency with governance limitations
- Preparing for Budgets, Annual Reports and so on...
- Developing information for your website



What we’re hearing is clear: these aren’t just helpful – they’re essential. The conversations are practical, confidential, and grounded in lived experience. Participants have walked away with sample templates, new contacts, and fresh ideas to bring back to their own boards.

As we continue to expand this initiative, we invite all members to get involved. Whether you’re looking to share your own lessons or simply want to listen and learn, there’s a place for you at the table.

Upcoming session dates and sign-up links are available on the OAPSB Member Portal. These sessions are free but registration is required.

## From Insight to Oversight: OAPSB’s New Expert Webinar Series

The Ontario Association of Police Services Boards (OAPSB) is launching a powerful new webinar series connecting Ontario’s police boards with expert-level knowledge traditionally reserved for direct police service stakeholders. This initiative is designed to strengthen governance, enrich decision-making, and enhance board leadership at every level.

Each month, the series will spotlight a theme vital to effective oversight and public safety. Sessions will deliver practical, actionable guidance that boards can use to gain a deeper understanding in their role of Governance. Whether you're newly appointed or a seasoned board member, this series is your invitation to learn, reflect, and lead more effectively. Stay tuned for registration details. Insightful conversations and invaluable tools await.

Each month, the series will spotlight a theme vital to effective oversight and public safety. Sessions will deliver practical, actionable guidance across key areas such as:

- Technology in Modern Policing
  - Data Intelligence and Geospatial Strategy (GIS)
  - Human Resources and Culture Building
  - Leadership and Succession Planning
  - Cybersecurity and Digital Threats
  - Diversity, Equity, and Inclusion
  - Budgeting and Fiscal Oversight
  - Crisis Communication and Media Relations
  - Community Engagement & Public Accountability
  - Intergovernmental Roles and Collaboration
  - Community Partner Overviews
  - Innovations in Mental Health Response
  - Strategic Planning for Police Boards
- .....and much more.....

# Training & Development Update

## Building Confidence and Capacity Through Learning



From foundational skills to strategic strategy, the 2025 Spring Conference reinforced OAPSB's commitment to providing evidence-based, practical training tailored to the evolving needs of Police Services Board and Detachment Board members across Ontario.

"I want to take this opportunity to thank the incredible team of facilitators I had the pleasure of working alongside in preparing and delivering our Spring Conference sessions," shares Linda Skoyles, OAPSB Training Specialist.

"Clemencia Bonsma, Natalie Champagne, Jen Naklie and Christine Weston – your dedication in developing and delivering the Critical Thinking and Assessment & Evaluation Tools workshops was outstanding. The feedback we've received from participants speaks to the clarity, relevance, and thoughtfulness of your approach."

Conference attendees also benefitted from a wide range of expert-led sessions, including:

- Public Speaking and Managing the Media, facilitated by Cherri Greeno, Director of Corporate Affairs, Waterloo Regional Police Service, and Dr. Jose Luis (Joe) Couto, Director of Public Relations and Communications, Ontario Association of Chiefs of Police
- Rules of Engagement for Police Governance, led by Diane Smithson, CAO of Carleton Place, ON, and Anitra Basant Sisavang, Executive Director, York Regional Police Services Board
- A pre-conference session on OPP Detachment Board Development, co-led by Jennifer Catterall, Strategic Business Planner, OPP Strategic Planning and Analysis Bureau, and Lisa Darling, Executive Director, OAPSB
- Recruiting an Effective Leader, co-facilitated by Lisa Darling and Bill Hagborg, Board Member, North Bay Police Services Board and OAPSB Director

The Introduction to Police Culture session, facilitated by Linda, sparked significant interest and robust dialogue – so much so that an expanded series will be launched later this year to continue exploring the values, norms, and structural dynamics of policing culture.

"We're listening," Linda adds. "These workshops were just the beginning. Please continue to share your training needs and ideas – they directly shape how we serve you."

Share your feedback or topic suggestions with Linda at [linda@oapsb.ca](mailto:linda@oapsb.ca).



**Upcoming Events**  
check [www.oapsb.ca/events](http://www.oapsb.ca/events)